



Study on the Contribution of Sport to Regional Development through the Structural Funds

Good Practice Case Studies



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Introduction

This document is an annex to the Study on the Contribution of Sport to Regional Development through the Structural Funds. It presents 33 good practice cases, illustrating in very concrete terms how projects, based on sport and physical activity and supported by the Structural Funds, have made significant contributions to different aspects of regional economic and social development.

The good practice cases presented are organised under themes that broadly reflect the priorities of the Structural Funds (and ESIF in the current period) at European and national levels. Each particular case provides information on how the project addressed the objectives of the specific Programme under which it was financed.

The good practice cases are taken from many of the EU Member States. The particular selection does not mean that there is not good practice elsewhere. On the contrary, the project team has chosen from a wealth of possibilities. Nor are the examples necessarily representative of projects undertaken in particular Member States. They have been chosen to illustrate the range and diversity of interventions rather than pointing to those that are typical for particular countries.

Overall, the cases represent powerful evidence of the potential of sport and physical activity to make important contributions to modern economic and social development. Hopefully they will inspire sport organisations and others to develop new ideas for projects. The accompanying Practical Guidance document is intended to assist in the development of new proposals.

Finally, it should be noted that the number in brackets after the title of each case refers to the corresponding project in the set of 229 that make up Annex B.

1 Direct Impacts on Employment

1.1 Bulgaria: Introduction of new educational systems for quality distance learning in sport and sport-related programmes

Good Practice Case no.1

Project Title & Number:

Introduction of New Educational Systems for Quality Distance Learning in Sport and Sport-Related Programmes (BG 3)

Theme:

Impacts on Employment

Project identification:

The project has a nation-wide scope. It involved the establishment of a centre to provide online forms of distance learning, developing training courses for distance learning and conducting e-learning courses. Beneficiaries of the project are young people and professionals working in the field of sport education and training, who obtained or improved their qualifications as sports coaches and teachers, which in turn improved their chances of finding employment in these roles.

The project promoter and implementer was the National Sports Academy "Vasil Levski". The promoter is a public entity on national level. There are no partners.

Reasons for citing this project

The project is of interest since it aimed directly to improve the employment opportunities of participants by strengthening their sport management competences and skills. It is therefore an example of a project supporting the creation of employment directly within the sport sector.

Sports and physical activities

The project related to sport management covering a range of sports and physical activities.

Project main characteristics

The overall objective of the project was to provide opportunities for improvement in the professional skills and competencies of trainees and to do this without any prolonged absence from work. It was thus a life-long learning project. It also contributed to improving the conditions for equal access to education and developing the national system of lifelong learning, leading to successful employment and the social advancement of professionals working in the area of sport.

The system used is multi-functional and may be used for the purposes of regular training in all disciplines, providing distance learning courses for students and university graduates. A specific element of the project involved developing material for sport and physical activities. Each sport lecturer involved could develop training materials (books, tests for self-training, etc.) in electronic and interactive form and upload them onto the system.

The National Sports Academy organised the programme of work to develop the materials and submitted an application for accreditation of the qualifications in the specialty 'sports management'. The accreditation is expected by this summer.

The project is integrated into broader strategies of the National Sports Academy, the

Good Practice Case no.1

main aim of which is to develop all elements of a modern educational and training strategy.

The project objectives are also very much in line with the *National Strategy for Lifelong Learning for the Period 2014 - 2020* and the 'Strategy for Development of Higher Education in the Republic of Bulgaria for Period 2014-2020'; one of the measures of this strategy is *Extending and Strengthening of the Life-Long Learning Network and Broad Application of Various Forms of Electronic Education*.

Programme details

The support was provided through the Bulgarian ESF Operational Programme "Human Resources Development" - 2007-2013 and was financed under the Priority Axis 4 *'Improving the quality of education and training in correspondence with the labour market needs for building a knowledge-based economy'*, Procedure: BG051PO001-4.3.04 *Development of electronic forms of distance learning in the system of university education*.

The project was focused on one of the indicative activities of the Priority Axis 4 (*Development of distance learning forms*) and thus contributed to accomplishing the aim of the priority axis to improve access to education and training.

The Priority Axis 4 falls within the scope of action of the ESF as set out in Article 3 (2) (a) of Regulation No. 1081/2006. Objective: More productive social and labour advancement of the people through improvement of conditions for equal access to education and training and development of a life-long learning system.

Through supporting young people to enter the labour market (which is a priority for the ESF) the project complies with the thematic objectives for the ESI Funds and Common Strategic Framework, namely: *Promoting sustainable and quality employment and supporting labour mobility and investing in education, training and vocational training for skills and lifelong learning* (Article 9 of the Regulation No. 1303/2013).

Nature of the contribution to economic and/or social development

The distance learning platform created through the project is not only of social and educational importance, but it also has a direct economic impact upon young people's life in Bulgaria. It enables life-long learning, and strengthens the vocational skills and competencies without investing major financial resources. Therefore employers and professionals are motivated to invest in this form of upgrading professional qualifications.

As a result of the project, part of the sport education and training provided in the National Sports Academy is organized and directed towards the acquisition of key competences by a broad range of learners. The quality of the training is ensured in a flexible way.

The learning environment provides a greater opportunity for students and university graduates to acquire, enrich and develop over a lifetime both their work skills and key competencies necessary for their employability.

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

6. *Creating employment in sport and physical activity*

13. *Improving sport skills & competences*

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Project outputs Over a thousand students obtained a "Bachelor" or "Master" degree.

The project has the following sustainable outputs:

- creation of a Centre for Distance and e-Learning with 15 computers (created and installed an internet based e-learning system);
- training of the personnel – 21 lecturers, 13 members of the University personnel and 6 IT experts, and
- creation of new programmes – 29 training courses used for training of 188 students for a master's degree and 1322 students for a bachelor's degree.

The lecturers were trained in the introduction of various training tools into the system and development of e-books. Development of tests for self-preparation and for control of students' knowledge was subject to training as well.

Project results and impacts

The project is characterised by clear evidence of results and impacts. The creation of the Centre for Distance and e-Learning contributes to establishment of conditions for equal access to education and the development of a life-long learning system. Through distance learning the professional and social fulfilment of young people is improved. The Centre for distance and e-Learning creates also a favourable environment for the professional qualification development of the Academy lecturers. The students and lecturers of the Academy are very satisfied with the new electronic platform as it saves time and effort and helps them to broaden their knowledge. The survey, carried out among students upon finalisation of the project, shows that students would like more courses to be developed as e-learning courses and more examinations to be conducted in this way.

The project transferability is another immediate achievement of the e-project as the expertise and methodology have already been transferred to colleagues in Kazakhstan. In addition, based on the experience gained from the implementation of this project the National Sports Academy has participated in another project focused on distance learning with the University of Nis (Serbia) financed by IPA CBC Bulgaria-Serbia.

The management of the Academy also highly esteems the importance of the project. On the basis of its achievements the management intends to apply for accreditation of new specialties.

Good practice features

The project has the following elements of good practice:

- Clarity of project objectives
- The coherence of the project's policy orientation with the objectives of the European Structural & Investment Funds and Europe 2020 objectives.
- The project is in line with the Thematic Objectives of the Common Provisions Regulation (Regulation No. 1303/2013) – listed under item 8 '*Promoting sustainable and quality employment and supporting labour mobility*' and item 10 '*Investing in education, training and vocational training for skills and lifelong learning*'.
- Effective implementation with over a thousand graduates
- Transferability already demonstrated in Kazakhstan and Serbia.

Good Practice Case no.1

Sources of further information

The Organizational rules of the Centre of Distance and e-Learning are to be found here:

<http://www.nsa.bg/bg/process/id,2308>

The site of the Distance Learning is: <http://www.virtual.nsa.bg/>

Information about the distance learning project:

<http://nsa.bg/bg/process/id,1939>.

<http://www.nsa.bg/bg/events/id,663>

<http://www.nsa.bg/bg/events/id,945>

1.2 Finland: Exercise Science and Business Sportpolis

Good Practice Case no.2

Project Title & Number

Exercise Science and Business Sportpolis (FI 5)

Theme:

Impacts on Employment

Project identification

The Exercise Science and Business Sportpolis project was an ERDF funded project initiated and coordinated by the Sport Institute of Finland, in collaboration with the City of Heinola and the Haaga-Helia University of Applied Sciences.

The main objective of the Sportpolis Science and Business project was to create a hub of expertise in enterprise, education, and research at Vierumäki.

Much of the Sportpolis Science and Business project was undertaken through a research methodology known as Living Labs. Living Labs are projects where public and private organisations work together to create, test and validate new services, business ideas, markets and technologies in real life settings. Haaga-Helia students were also encouraged to develop entrepreneurial thinking as part of the project.

Reasons for citing this project

The Sportpolis project is a good example of a public-private project that used a specific methodology both to create new entrepreneurial activity and strengthen already well-established businesses. The Living Labs model was used to promote innovative thinking and ways of working and introduce new products and services to the market based on sport and sport science.

In this way the project aimed to contribute to the creation of employment, by encouraging sport-based innovation.

Sports and physical activities

- Swimming
- Ice hockey
- Football and other ball games
- Orienteering
- Running
- General health-enhancing physical activities

Project main characteristics

The project was located in the Haaga-Helia University's Vierumäki Campus, which is near Helsinki. Vierumäki is Finland's most diverse centre for recreational activities, and it provides opportunities for numerous sports and forms of exercise, including an indoor swimming pool, two ice halls and a wide range of indoor exercise facilities. The outdoor recreation area offers many exercise and ski tracks, orienteering terrain, three golf courses and several ball game fields. The project has also made use of other Haaga-Helia University facilities, including testing facilities.

The lead beneficiary, the Sport Institute of Finland, is a national coaching and training centre for sport and physical education. It operates under the auspices of the Finnish

Good Practice Case no.2

Ministry of Education and Culture. The Sport Institute of Finland develops, produces, and markets coaching, training, and education services both at a national level and internationally. Its core functions are physical education, health-enhancing physical activity, and sport. The institute also organises vocational and further education, along with fee-based educational support services. It arranges, among other things, training and sport courses for all age groups, along with camps and tournaments arranged in collaboration with sport clubs.

The project had four specific goals:

1. To produce new businesses, jobs and innovation in the sport industry
2. To develop new products and services, and to support the quality of existing ones
3. To undertake collaborative R&D activities, strengthening cooperation between businesses and higher education and research, and thereby strengthening competence and quality of the Finnish sports industry
4. To develop high-quality and innovative environments.

The project made use of the Living Labs model. The basic idea of Living Labs is to gain access to the ideas, experiences, and knowledge that users possess, based on their daily support needs when developing products, services, or applications. The concept relies on close cooperation with users to develop new ideas and this requires an efficient interaction with a large number of people. There are two specific challenges with this. Firstly, a clear approach is needed to be able to capture ideas and input from a larger population. Secondly, the project also needs to be able to evaluate and understand technology-use in a specific context.¹ These issues were addressed directly during the course of the project.

The Finnish Sports Institute involved a range of public and private actors in the project, including the Haaga-Helia university, the Paavo Nurmi Centre at the University of Turku, and businesses such as Northforce, which is a Finnish sport nutrition company, as well as regional sport associations. The institute also involved Haaga-Helia students in the projects as far as possible, to encourage entrepreneurial thinking among the students.

In addition, because of their active role in the sport sector and as a key player in health policy, the Finnish municipalities were brought in as partners to the private sector. In Finland – as in many other countries – there is a special need for financing and advising small start-up companies. The sport sector is a very typical sector for start-ups, although equally another common approach to business creation is through student entrepreneurship.²

¹ EU Toolbox for User driven innovation and Living Labbing. See <http://www.lltoolbox.eu/methods-and-tools/methodologies/living-labs>

² Mairit Pellinen (2014) National Dissemination Report Finland EU Lifelong Learning Programme. See http://www.vsportplus.eu/wp/wp-content/uploads/2014/05/D18.3_VSPORT_National_Report_-Finland.pdf

Good Practice Case no.2



Sportpolis' approach to contributing to socioeconomic development in the sector aligned well with this particular context, as the project invested in:

1. Entrepreneurship for the sports industry by supporting student entrepreneurs. This saw students at Haaga-Helia and the Finnish Sports Institute receive support to set up companies for the duration of the academic year to give them practical experience and the chance to test out new ideas and concepts.
2. R&D activities and product testing in the sports sector. Following the Living Labs approach, the test groups involved were tailored to the product end-users. The testing has involved collaboration between Finnish sports companies, sports associations and some of the universities or research institutes involved.
3. A professorship at the Paavo Nurmi Centre at the University of Turku was created to support education and research into sport and health. The Centre is home to several national teams, including the Finnish Ice hockey team, and has recently been renovated and received substantial support for new equipment and technology.

Programme details

The main aim of the 2007-2013 ERDF programme for Southern Finland was to promote the development of the region into a uniform, balanced, and internationally and nationally attractive entity based on existing strengths of the region. This project was funded under Priority 2: Promotion of innovation activity and networking, and reinforcing knowledge structures.

The details of the project were as follows:

Programming period: 2007-2013

Operational Programme: Southern Finland

Structural Funds involved: ERDF

Lead Partner: The Sport Institute of Finland

Budget: EUR 522,732

EU Budget: EUR 470,732

Other contributions: EUR 52,000

Duration: 2008-2014

As a project intending to promote entrepreneurial activity based on sport, the approach is clearly of relevance in the current programming period.

Good Practice Case no.2

Nature of the contribution to economic and/or social development

The goal of the Sportpolis project was to create companies and new jobs in the sport sector, and to strengthen the already significant sport industry competence in Finland.

The Finnish sport sector is a growing sector, but is still very small. In 2014, the total sectoral employment was only 0.6% of the total employment in the Finnish economy, however the number of companies and jobs in the sport and active leisure sector increased between 1999 and 2009 from 1,498 companies to 2,379 businesses. This in turn raised the number of jobs in the sector from 11,290 to 14,538.³ The sport sector in Finland is very dependent on the season, however as in many other European countries, the sport and physical activity industry is seeing increased growth, commercialisation and internationalisation. The conclusion in Finland is that this growth will require investment in innovation in the sector, in particular at a local level. The Sportpolis was very much in line with this thinking and contributed directly to the growth of the sector both in terms of the number of businesses and increased employment.

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

5. *Promotion & encouraging inward investment*
6. *Creating employment in sport and physical activity*
7. *Impacts on related employment*
8. *Indirect impacts on employment*
9. *Business growth & other economic impacts*
10. *Encouraging developments in sport technology and other innovation*
11. *Systematic development of a broader sport-based strategy*

Project outputs

1. Entrepreneurship for the sports industry by supporting student entrepreneurs. Young Enterprise activities were carried out in four years and the project supported a total of 1,300 young students.
2. R&D activities and product testing in the sports sector. Sportpolis' Living Labs activities received very positive feedback from the companies involved. The project results and impacts section below provide some data on participation and results.
3. A professorship at the Paavo Nurmi Centre at the University of Turku to support education and research into sport and health. This was the first of its kind in Finland and has e.g. supported Finnish municipalities in developing physical activity strategies.

Project results and impacts

Sportpolis appears to have produced sustainable results and impacts, and it is anticipated that many of the activities will continue (the ERDF funded period is now finished).

³ Mairit Pellinen (2014) National Dissemination Report Finland EU Lifelong Learning Programme. See http://www.vsportplus.eu/wp/wp-content/uploads/2014/05/D18.3_VSPORT_National_Report_-Finland.pdf

Good Practice Case no.2

Currently, the young entrepreneurship activities have been incorporated into the Finnish Sports Institute curriculum and thus continue within the Institute. Similarly, the lessons learned from the Living Labs activities have been taken on board by the academic and teaching staff at the Institute, and are an example of continued collaboration.

In terms of specific results for companies involved in R&D activities, the Finnish sports nutrition company, Northforce gained scientific evidence of the benefits of its hydration drinks through participating in the Sportpolis project, and this has provided the company with significant new knowledge on the needs and benefits of correct hydration in elite sports.⁴

Monitoring data collected at the end of the project indicate that Sportpolis was involved in collaboration with 36 companies (the ex ante target was 10) and 28 other types of organisation (the ex ante target was 50), thus proving more successful in industry collaboration than initially expected.

It is estimated that the project supported the creation of 17 new businesses (the ex ante target was 12) and created 23 new jobs (ex ante target was 35).

Good practice features

Project well-anchored in the specific context of the sport sector in Finland

Good example of use of the Living Labs concept and participation of e.g. sport associations and sport and health sciences students

Living Labs concept has high potential for transferability

Sources of further information

Web site

www.sportpolis.fi <http://vierumaki.fi/en>

⁴ See <http://www.northforce.fi/en/about/research/>

2 Innovation

2.1 France: INRIA - Project ESPAD: Development of software measuring the performance of athletes

Good Practice Case no. 3

Project Title & Number

INRIA - Project ESPAD : Development of software measuring the performance of athletes (FR 8)

Theme:

Innovation

Project identification:

The project was developed by INRIA, the French National Institute for computer science and applied mathematics, which promotes "scientific excellence for technology transfer and society". INRIA's 2,700 employees, graduates from the world's top universities, rise to the challenges of the digital sciences. With its open, agile model, INRIA is able to explore original approaches with its partners in industry and academia and provide an efficient response to the multidisciplinary and application challenges of digital transformation. INRIA is the source of many innovations that add value and create jobs.



The ESPAD project was implemented in 2008/2009. It originally consisted of experimenting and developing wireless sensor network technologies for performance evaluation and the measurement of athletes in various sports. It addressed the wearable and portable sport equipment market and aimed to develop innovative equipment to be implemented in three sports: rowing, motor sports and winter sports.

Photo : © Inria / Photo C. Tourniaire - Movie Xstreamlog : le marathon des sables avec Guillaume Chelius

This pioneer project, completely financed by the ERDF, found other applications afterwards, since the eSport economy is currently booming.

Reasons for citing this project

The ESPAD project was a pure R&D project, exploiting the technical and digital opportunities presented by sport with a great potential economic impact. It illustrates the opportunities presented by sport for technical developments with great commercial impact.

Several projects like ESPAD were supported by the ERDF in 2008/2009; this one was conducted by INRIA, another one coordinated by the French Skiing Federation, a third one by a Regional Rowing League and a 4th one by INSA, a research institute.

Good Practice Case no. 3

A pioneer project implemented prior to the development of the e-sport economy, which will reach, according to a recent study, \$ 500 million in sales in 2016, up 25% from about \$400 million in 2015, and is likely to feed information to an audience of regular and occasional viewers of close to 150 million people⁵.

Sports and physical activities

The research was conducted on rowing, motor sports and winter sports. It is potentially applicable to any sport activity, as the development of sport mobile apps. has shown recently.

Project main characteristics

The ESPAD (*Embedded Sport Performance Analysis Data*) is a bio-mechanics / physiology logging project funded by ERDF. Its goal was to contribute to the design of a distributed multi-sensor architecture that can be worn by an individual and that records bio-mechanical, physiological and environmental data.

In technical terms, the project objectives are as follows:

- 1) to develop an innovative and modular technological approach for sport performance measurement and analysis
- 2) to ensure interoperability with existing solutions
- 3) to expand the ESPAD sensor network by adding sensors arising from the technology developed within ESPAD and elsewhere
- 4) to provide a long-range and scalable communication capacity that can adapt to the topological constraints of various sports (lowlands, mountains, ...) and any existing networks (WiMax, 3G, ...)
- 5) to enable real-time use or post-processing.

In terms of "leisure, well-being, health, security and performance", the proposed solution meets the needs of new sport practices (rowing, motor sports, winter sports...) and offers great commercial potential.

Programme details

The project was supported by the Operational Programme ERDF Region Rhône-Alpes 2007/2013 – Priority 1: Innovation and Knowledge-based Economy.

The Operational Programme ERDF Rhône-Alpes 2007/2013 identified 5 main priorities. The first one was innovation and the knowledge-based economy, where the project ESPAD was obviously included. More specifically, the Operational Programme prioritized as Action 1 support for research and technological innovation, stimulating partnership between enterprises and research institutes, be they public or private. The Region Rhône-Alpes has a high number of research institutes and universities. However, the level of cooperation between the research institutes and the private sector was considered insufficient when the Operational Programme was designed, explaining the emphasis on this priority.

The project ESPAD was led by a major public institute, cooperating with private actors (sport organisations and companies). The follow-up of the project led to the creation of a start-up enterprise.

⁵ DELOITTE, February 2016, « eSports : bigger and smaller than you think » : <http://www2.deloitte.com/content/dam/Deloitte/global/Documents/Technology-Media-Telecommunications/gx-tmt-prediction-esports-revenue.pdf>

Good Practice Case no. 3

Under the current European Structural and Investment Funds, the project would correspond to 1. Strengthening research, technological development and innovation. The budget of the ESPAD project was 159,595 EUR, entirely financed by ERDF.

Nature of the contribution to economic and/or social development

The ESPAD project took place at a time of rapid development in digital technologies and helped to demonstrate the potential of sport and related activities to make use of such technology and exploit it commercially. Several market segments were targeted, at the interface between sport activities, well being, health, security and performance analysis and the project has gone on to achieve considerable success in the market place, notably through the creation of a spin-off enterprise.

Further developments are expected in the eSport economy, from improving the ICT applications and exploiting sport science to the development of sport competence clusters.

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

9. Business growth and other economic impacts

10. Encouraging developments in sport technology and other innovation

Project outputs

Development of prototype hardware and software dedicated to experimentation and applications of wireless sensor network technologies to sport performance measurement, including portable applications integrated into sport equipment.

Project results and impacts

The INRIA material used for the ski scenario was further adapted for a measurement experiment at the 25th SULTAN MARATHON DES SABLES (see video on Youtube the development of the project:

https://youtu.be/mrzPUKr1wgA?list=PLcDA7_D8fLfQqxeDyfrLlgWvfdPiTXDDR)

Two of the main scientists and engineers involved in the projects founded the ICT start-up enterprise HIKOB. The ESPAD project created favorable conditions for the launch of HIKOB.

Located in Villeurbanne and Meylan (France), HIKOB develops and provides wireless autonomous multi-point data acquisition systems to capture information on the field and learn from actual performance, in all contexts and conditions. HIKOB has developed R&D partnerships notably with the sport company Salomon. For further information on HIKOB, <http://www.hikob.com/en/>

Good practice features

Strong coherence with the objective of strengthening research, technological development and innovation, leading to the creation of a start up and jobs.

Effective, with measurable outcomes.

Sustainability of the project with concrete and direct impact

Good transferability to other sectors (following the business development of the start-up after the project)

Project to be connected to the current booming of the eSport economy

Good Practice Case no. 3

This project shows how a complete and successful R&D project led to the creation of a company specialized in wireless sensor network technologies, with applications in sports and other sectors. In addition, it is a typical “good story” to tell, of a pioneer experience developed prior to the current booming of eSport.

Sources of further information

INRIA (Institut national de recherche en informatique et en automatique)

Project leader



European and International partnerships

Study on the growth of E-Sport economy:

DELOITTE, February 2016, « eSports : bigger and smaller than you think » :
<http://www2.deloitte.com/content/dam/Deloitte/global/Documents/Technology-Media-Telecommunications/gx-tmt-prediction-esports-revenue.pdf>

2.2 Italy / Austria: Austria Safe Ahead

Good Practice Case no. 4

Project Title & Number

Safe a Head (IT 4)

Theme:

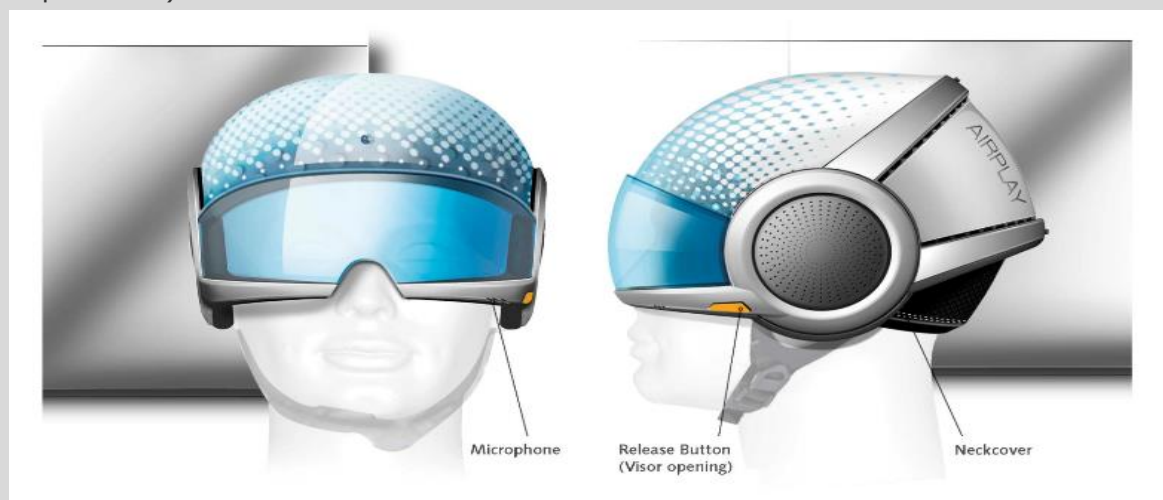
Innovation

Project identification:

The project is co-funded by the INTERREG IV Italy Austria Programme and ran from May 2011 to May 2014

The project centred on the development of an innovative ski helmet system on the basis of analyses and tests performed on commercial helmets.

The leader of the project is Dolomiticert scarl, a private company specialised in protection devices, based in Longarone (Province of Belluno) in the core of the Italian Alps. The project has been executed in close cooperation with the University of Padova (Mechanical Engineering department) and the University of Salzburg (Sports department).



Reasons for citing this project

Safe a Head is a very good example of classic technological innovation, showing that the sport equipment market is very capable of generating innovative products leading directly to increased market sales. It thus shows how sport and physical activity can be well integrated into research and innovation initiatives.

It is, however, significant that this was achieved very much on the basis of cross-border cooperation and the project also shows the high potential deriving from collaboration between different partners - private companies, universities and research centres. During the whole project, a continuous information flow in regard to research and results disclosure has been maintained.

Moreover, the project contributed to sustainable development, in that it highlighted the fact that carbon fibre is the most important component in the environmental impact of helmet manufacture and the use of alternative materials can have a significantly reduced environmental impact over the life cycle of the product.

Good Practice Case no. 4

Finally, the know-how achieved through the project is easy to transfer.

Sports and physical activities

Ski

Snowboard

Cycling

Climbing

Riding

Project main characteristics

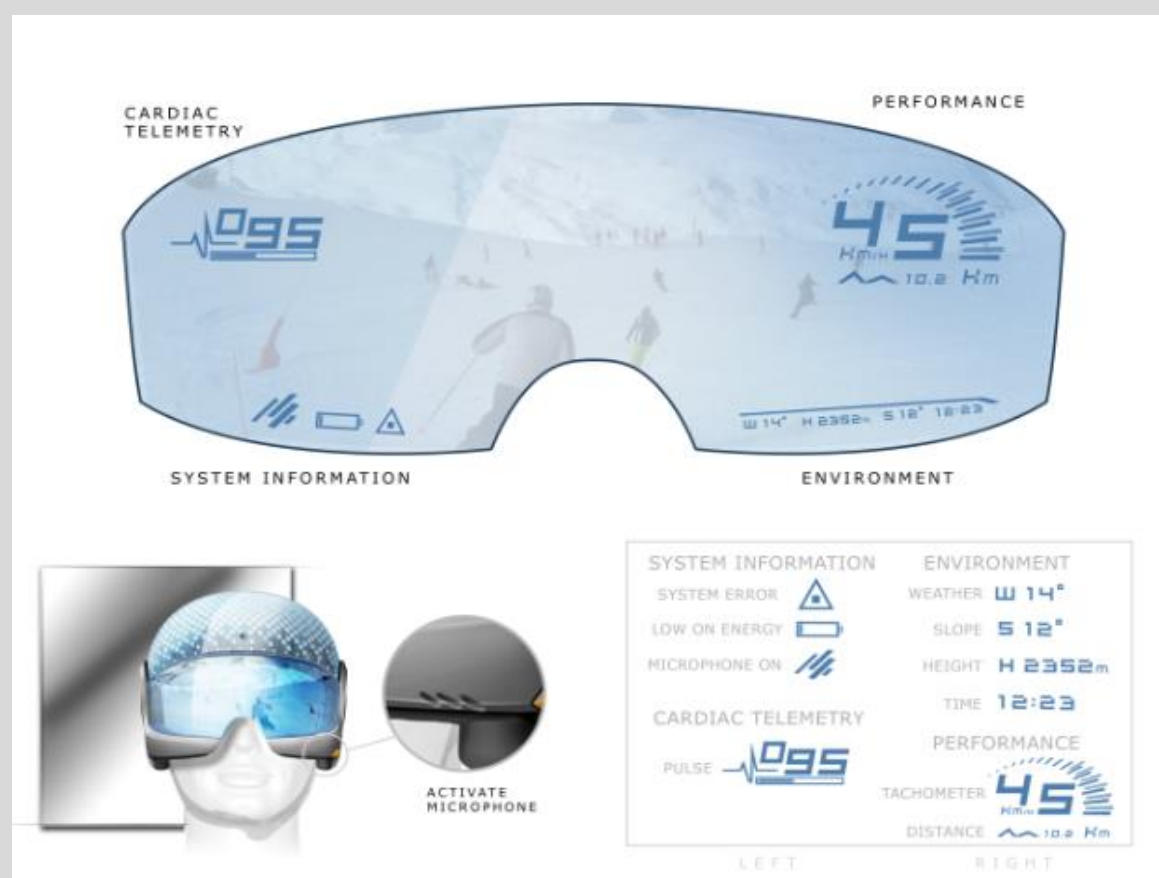
The first phase of Safe a Head included a detailed analysis of the use of ski helmets, which showed some interesting data:

- Skiing and snowboarding are sports considered to be at medium-risk of causing lesions: sports such as football and cycling are considered a lot more dangerous. Snowboarding is more dangerous than alpine skiing.
- Generally, the recognized risk factor varies from 1.3 to 2.68 injuries per 1000 days skiing.
- In Italy, of a total of 25,000 injuries / year (France 139,000, Austria 58,000, 260,000 EU), injuries to the head or face varies from 10 to 16% (11% EU).
- Head injury with a fracture (TC) is at 5.5% in Italy, France 3.3%, and Canada 6.8%.
- In a collision between skiers (approx. 10% of injury cases) the TC doubles for those who does not wear a helmet and three times for children.
- Skiing in the snow park increased the risk of injury by 70%.
- In Italy, since 01/01/2005, it is obligatory for under 14 years-old persons to wear a helmet according law n ° 363 of 24/12/2003. In the region Piedmont, since Dec. 2011, young people who are under 18 without wearing a helmet face a penalty of € 250.
- In some Länder in Austria (Salzburg, Upper Austria, Lower Austria, Styria, Carinthia), persons under 14 years old are obliged to wear a helmet.
- Slovenia requires 14 year-olds to wear a helmet. It has been compulsory to use a helmet in Vail (USA) since the 2009/10 season. –
- In other countries, using helmets is generally recommended but not required.
- In recent years, the number of skiers over 14 years old and using a helmet is increasing.
- Snowboarders normally use helmets more than alpine skiers (because it is also different from skiers' helmets.) Switzerland is the country where there are the most users of helmets in the world for both snowboard and Alpine skiing.
- It is expected in all markets in the future that ski helmets will be used more and more, according to a scheme by age expressed by UPI - CH 2010/11.
- In Eastern Europe, only 20% of skiers use a helmet.

Good Practice Case no. 4

After this analysis, Safe a head used a theoretical methodology to define the helmet's geometry from a mechanical point of view and then subsequently undertook virtual testing of the resulting model. The main steps of the research have been: Impact and penetration tests on commercial helmets; Characterization of constitutive materials; Development and validation of a theoretical method for evaluating the necessary padding thickness; Creation of thickness-distribution maps referring to a standard head-form for impact tests; Finite Elements simulation of impact and penetration tests on the helmet's virtual model; Analysis of results on the basis of the safety standards (UNI-EN 1077); Geometry optimization for the preparation of a prototype.

The project then went on to the development of: an innovative, integrated avalanche safety device; integrated GPS; an interface for the goggle-helmet-user; head-up-display; integrated biosensors, e.g. heart-rate; integrated accelerometer and crash sensor; integrated LEDs – for low visibility situations; integrated wireless intercom.



Particularly during the first phase of the project, various groups of stakeholders have been consulted (e.g. Racing; Ski Instructors; Ski Touring; Recreational Skiing; Freestyle; Kids; Freeride etc.).

The company involved anticipates a steady increase in the share of the market for ski helmets.

Programme details

The project ran from May 2011 to May 2014.

The main features of the project were:

Programming period: 2007-2013

Operational Programme: INTERREG IV Italia-Austria

Good Practice Case no. 4

Structural Funds involved: ERDF

Lead Partner: Dolomiticert scarl

Budget: 525,133 €

EU Budget: 393,849 €

Other contributions: 131,283 €

Duration: 2011-2014

ERDF support was provided under the INTERREG IV Italy-Austria (2007- 2013), under Priority 1 'Economic relations, competitiveness and diversification and the Intervention Strategy 3 'Research, innovation and information society'.

The intervention aimed to foster investment in R & I, strengthening the cross-border cooperation between SMEs and research institutes. It also aimed to improve the SMEs' capacity to innovate within strategic sectors for the regional economies, by increasing the cross-border collaboration with different research centres.

Moreover, the intervention supported the introduction of new renewable resources and experimentation with the possibilities that they present.

Thanks to its relevant connections with research and innovation, the project anticipated developments supported under ESIF in the current period (e.g. in the current INTERREG Italy Austria 2014-2020, under Axis 1 'Research and Innovation', Thematic Area 1b).

Various elements of the projects correspond with the thematic objectives number 1 ('Strengthening research, technological development and innovation') and number 3 (Enhancing the competitiveness of SMEs) of the Common Provisions Regulation (CPR).

Nature of the contribution to economic and/or social development

The project contributed to the economic development of the regions involved through the creation of a new and innovative ski helmet on the basis of analyses and tests performed on commercial helmets. Indeed, the findings and the results of the research are used by various companies and SMEs in the sport sector and other companies aiming to create highly innovative helmets and visors. Therefore, the increase of know-how for the companies of the sport sector is the main contribution of the project to regional economic development.

In the next few years it is expected that there will be an increase in the number of the ski helmet users. This will have a double consequence:

- Growth of the sales volume of the sport companies
- Reduction of the injuries and related social costs

The project also supports, indirectly, the tourism sector. The increased safety on the sky slopes is expected to increase the number of people practicing skiing and snowboarding in the Alpine regions.

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

1. Direct support to sport SMEs
4. Other measures reducing environmental impact

Good Practice Case no. 4

10. Encouraging developments in sport technology and other innovation

12. Linking sport actions with the development of tourism or CCIs

Project outputs

The main output has been the development of an innovative ski helmet on the basis of analyses and tests performed on commercial helmets.

This was brought about by increased co-operation between a commercial company and universities in the transborder region.

Project results and impacts

The winter sports market is not growing but shrinking (because of the impacts of the ongoing global economic crisis that has decreased discretionary expenditure). However, the project estimated that, in a hypothetical 4 years' product-life for helmet/mask, the size of the potential market will become around 1/4 of existing skiers. Similarly, it was assumed that all ski instructors, such as Ski Patrol in the USA, will be obliged to use an advanced helmet in the future.

To launch the market, at the beginning the products have been given to ski instructors, in order to promote the project and as a way of introducing the product to the consumer market.

The estimated market share of this project within 3 years is as following: 1st year (2016) – high price – 5% of market share; 2nd year (2017) – middle price – 7% of market share; 3rd year (2018) – middle low price – 10% of market share.

With regard to sustainable development, the project revealed that the carbon fibre was the most important component in the calculation of the environmental impact of a standard ski helmet and mask (57.7% of the total), and it introduced the use of new materials with a minor impact on the environment (estimated reduction of impact: around 30%).

Good practice features

Various elements of the project correspond closely to the objectives of the current programming period 2014-2020 and the project is a good example of sport-based technological development and cross border co-operation between enterprises, knowledge institutions and public authorities (the key elements of the triple helix model).

Easy to transfer the acquired know-how.

Highly sustainable.

Good transferability: a similar approach could be adopted elsewhere. The project does not include any dependence on specific circumstances, nor legal or funding barriers.

Good Practice Case no. 4

Sources of further information

Interreg IV Italy- Austria

Managing Authority

<http://www.interreg.net/>

Dolomiticert scarl

7/A Via Villanova, Longarone, BL 32013, Italy

+39 0437 573407

<http://www.dolomiticert.it/>

University of Padua

Department of Industrial Engineering

via 8 febbraio 2, 35122 Padova

2.3 Netherlands/Belgium/UK: ProFit

Good Practice Case no. 5

Project Title & Number

Fieldlab Sport Innovation & Stimulation (ProFit) (NL 1)

Theme:

Innovation

Project identification

ProFit is a social innovation project offering a vision, a methodology, a network and a specific project. It aims to stimulate innovation and new business creation in the sports sector by developing an EU network of FieldLabs focused on sport. The FieldLabs will be located in urban communities where citizens can engage in innovative sport activities. A product innovation competition is incorporated into the project to inspire and source exciting new products to test in the field-labs. FieldLabs will be developed in four European cities: Eindhoven, Delft (NL), Kortrijk (BE) and Sheffield (UK).



FieldLabs could be developed for a broad group of end-users or for specific ones (e.g. children, elderly). The FieldLab setting can differ, and for example could be found in a park (green open space), indoors in a business area, or a square in an urban area.

Data from FieldLab monitoring will help accelerate the development of new products. Local governments or operators

will benefit from a FieldLab located in one of their facilities, where they are given the opportunity to co-create innovative environments and facilities that add value to the user-experience and ultimately the physical well-being of their citizens and their overall quality of life. The FieldLabs will be dynamic, in the sense that it will be refreshed regularly by new innovative products and services to be used and tested.

A supportive research programme provides scientific rigour to the development and the operation of the field-labs and products.

Reasons for citing this project

ProFit is a direct example of the promotion of innovation in sport, based on the exploitation of knowledge and skills. Interestingly, it is also a clear example of the use of a social innovation approach to this area. The project is based on a unique concept where internationally orientated enterprises and universities share knowledge and ideas. The project is heavily supported by a series of knowledge institutions and is co-ordinated from a highly innovative part of the Netherlands. Such environments are highly supportive of innovation in general and in the field of sport and play in particular, thus stimulating citizens' health and wellbeing.

Good Practice Case no. 5

Sports and physical activities

ProFit aims to innovate existing sports and physical activities by adding new forms of activity and game play, and to support this by developing the necessary equipment and infrastructure. FieldLabs have been developed for physiology and performance-monitoring and for adapting sports, athletics, recreational sport, gymnastics, hockey, equestrian activities, ice-skating, football, cycling, sailing and swimming.

Project main characteristics

The ProFit project is a cooperation between local public authorities and knowledge institutions. The lead partner is the Sports and Technology Foundation. Other partners are the cities of Eindhoven (NL), Delft (NL), Kortrijk (BE) and Sheffield (UK). Participating universities are Sheffield Hallam University, University of Ulster, Eindhoven University of Technology, Delft University of Technology and Howest (University College West Flanders).

ProFit aims to stimulate innovation and new business creation in the sports industry by developing an international network of FieldLabs. A FieldLab for sports innovation is a research and development location in a real-life setting where citizens engage in sports & play activities and where businesses can test their product prototypes. ProFit is a vision, a methodology, a network and a project, promoting an open system of innovation. Governments, businesses, research institutes, NGO's and other parties involved in sport stimulation, product innovation and business creation are invited to get involved in the ProFit project.

Businesses can install new product prototypes or production models in the FieldLab where the end-users can use and test them as part of regular sport activity. Knowledge institutes will use the FieldLab to collect data on the end-user interaction with the products.

The three aims of ProFit:

Promotion of Sports

Within FieldLabs new concepts, products and services are developed that promote sports and exercise. At the same time FieldLabs offer attractive environments and facilities for neighbourhoods and citizens, young and old.

Product Innovation

FieldsLabs are an opportunity for international cooperation and a breeding place for sports innovation. New concepts, products and services can be tested in a daily urban environment with professional and innovative measurement equipment.

Business Creation

In the FieldLabs, stakeholders develop and commercialize concepts, products or services in the field of sports and play. The international network stimulates better use of technology resources and catalyses new business opportunities.

It no coincidence that two of the Dutch FieldLabs were built in Eindhoven. Nowadays Eindhoven is the centre of technology in the south of the Netherlands. In the Netherlands one third of the money spent on research and development goes to Eindhoven and surroundings and the city's slogan 'Leading in technology', is based on that. In addition Eindhoven hosts the High Tech Campus Eindhoven, where companies like Philips and IBM are neighbours. Furthermore, most patents in the Netherlands come from companies in Eindhoven, especially Philips. In 2011 the Intelligent Community Forum designated the region of Eindhoven as "the smartest region in the world". In addition the choice for Delft is also logical, since the Delft

Good Practice Case no. 5

University of Technology is well known for its innovative ideas (e.g. winning the Bridgestone World Solar Challenge several times).

Programme details

The ProFit project ran from 1st September 2009 to 31st July 2015 (71 months), with the ten project partners in three European countries.



ProFit received funding from the INTERREG IVB NWE programme. It funds projects which support transnational cooperation. The aim is to find innovative ways to make the most of territorial assets and tackle shared problems of the Member States, regions and other authorities.

ProFit meets the aims of the ERDF especially through its original approach to research and technological development, innovation and entrepreneurship and bringing governments, businesses, research institutes, NGO's and other parties involved in sport stimulation together. Other criteria that the project meets are modernising and diversifying urban environments and creating sustainable jobs at the fieldlabs. Furthermore, parties from three countries were working close together, using their territorial assets as best as they can.

The total eligible project budget was € 5,879,940,84. ProFit received € 2,939,970,42 for this project.

Nature of the contribution to economic and/or social development

The ProFit project stimulates business activity and employment. It contributes to the economy of the cities and regions, by promoting social innovation and encouraging start-ups. The SME profits from this provide an impulse to business development.

The project is also contributing to the development of social innovation processes in this area, evolving interesting ways of getting communities, authorities and knowledge institutions to work together. Over the longer term, experimentation with innovation processes that exploit the knowledge base of universities, local authorities and communities, in this case to develop new forms of sport and physical activity and related products, can potentially lead to some very significant results, although it is in the nature of such approaches that nothing is guaranteed.

The development of new forms of sport and play that stimulate citizens' health and wellbeing is also a significant objective of the project.

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

1. Direct support to sport SMEs
2. Improvement of the physical environment
6. Creating employment in sport and physical activity
9. Business growth & other economic impacts
10. Encouraging developments in sport technology and other innovation

Good Practice Case no. 5

11. Systematic development of a broader sport-based strategy

Project outputs

The ProFit project has delivered Five FieldLabs where innovations for sports and play are being developed. Within the ProFit FieldLabs, local governments, knowledge institutes and businesses work together on the development of innovations for sports and play. This collaboration has raised awareness of, and improved capacities with regard to the importance and potential of innovation and business creation, and the involvement of SMEs, in the promotion of sports and play and a healthy active, lifestyle, and the importance of a user-centered approach (experiences and motivations of end users as source of inspiration for the design of innovations).

A target for the project was to inform 300,000 people about ProFit activities through media coverage (readership and viewership measures: press coverage / TV or Radio appearances). It is estimated that approximately 2,230,500 people were reached through media coverage. 2,804 people participated in transnational events, 2,748 in national events and 11,148 in regional/local events (for more monitoring results, please read the Progress Report 2015).

Project results and impacts

The most important achievements during the lifetime of the project have been:

- Establishing five Fieldlabs that are fully operational as innovative settings for product development in the field of sport and play. Four of them were developed from 'a blank page' and the fifth (Eindhoven) was significantly improved. The mini-fieldlab in Ulster is considered to be a bonus (originally not foreseen in the application), especially because the Newtownabbey Borough Council secured funding for a second fieldlab in their city, inspired by the mini-fieldlab and the other ProFit fieldlabs. The fieldlabs have proven to be valuable places, where users, researchers, cities and business come together, and where innovative products for sports and play are being developed.
- The development and application of real novel research systems - the 'user activity capture and data management systems'. This aspect of the fieldlab concept is a real innovation in moving towards the remote digital capture of data in real-world outdoor environments, providing valuable insights into user experience and the effectiveness of products.
- The ProFit project has brought forward several product innovations and helped to further develop existing innovations. Best practice examples are the 4D sports pitch, which generated worldwide attention; the Yalp memo, a concept that combines novel hardware and software; and the You.fo, a development of new sports that can be applied in schools. The involvement of students (their energy, out of the box ideas, commitment to research activities) has proven to be of great added value in many innovation projects within ProFit.
- The development and application of two novel methods and helpful tools: the User as Co-researcher approach, a method to involve users in the innovation process; the Value Design Canvas Method, a method to identify value relations between stakeholders and to develop strong business models to sustain the fieldlabs. Furthermore, both PhD researchers succeeded in the delivery of tools with both academic value and practical relevance.

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In addition, knowledge was shared through (inter)national expert meetings (a congress, seminars or workshops), bilateral meetings, mobile fieldlabs, road shows, booklets, brochures, academic publications (21 academic articles were published), conference papers, numerous news articles (the Project was mentioned in 86 press articles; newsletters (270 contacts), (international) radio and TV coverage and professional videos of all the fieldlabs. Furthermore there were competitions and challenges to stimulate innovations in sport and play.

Good practice features

The project had ambitious objectives, reflecting a number of the main themes of Europe 2020 and the current European Structural and Investment Funds, particularly in relation to the promotion of innovation. It was thus a highly 'relevant' project.

It also made use of very interesting processes and partnerships to generate new concepts and products and encourage social innovation in the relevant communities. Its whole approach was highly innovative.

The Sport FieldLabs concept has already proved to be transferable and the approach has a good chance of being sustainable over the longer period.

Sources of further information

Contact:

Sports&Technology

www.sportsandtechnology.com

profit@sportsandtechnology.com

T +31 (0)40 2381464

<https://www.sportsandtechnology.com/fieldlabs/over-fieldlabs>

<http://www.fieldlabs.eu>

Bladel, C. van (2016). Fieldlab Sport Innovation & Stimulation. Progress Report 2015 (Final). Eindhoven: Sports and Technology.

Brochure

<http://www.fieldlabs.eu/images/pdf/ProFit%20Brochure%20-%20June%202013%20English.pdf>

Flyer

<http://www.fieldlabs.eu/images/pdf/ProFit%20Flyer%20-%20June%202013%20English.pdf>

2.4 Sweden: Winter Sports Centre

Good Practice Case no. 6
<p>Project Title & Number</p> <p>Swedish Winter Sports Research Center (SWSRC) <i>Nationellt Vintersportcentrum</i> – (SE6)</p>
<p>Theme:</p> <p>Innovation</p>
<p>Project identification</p> <p>The Swedish Winter Sports Research Center was established in 2007 as part of the Mid Sweden University (<i>Mittuniversitetet</i>), which is located in Östersund and in Åre in the county of Jämtland.</p> <p>SWSRC is a multidisciplinary sports science research centre which brings together researchers, coaches and athletes. Five university departments participate in the centre, each contributing with different scientific expertise – the medical sciences, natural sciences, engineering and mathematics, engineering and sustainable development, and social sciences departments.⁶ The SWSRC also undertake extensive international R&D cooperation as well as collaborations in the sport and outdoor sector. The Centre has established strategic R&D relationships with other institutions in Norway, Denmark, Finland, Germany, Austria, Italy and Slovenia.⁷</p> <p>SWSRC was originally set up independently of the Mid Sweden University. The Centre was an initiative of the Jämtland-Härjedalens sport association, which helped set up the research centre already in 2001. The centre became part of the Mid Sweden University Östersund campus in 2007 and is operated by four institutions, sports organisations, the city council and the county council.⁸</p> <p>The incorporation of the Centre within the University structure aimed to strengthen the profile and position of the initiative, including collaboration with other regional sport and health actors.</p>
<p>Reasons for citing this project</p> <p>The SWSRC is a very interesting example of regional smart specialisation, building on a strong research base to build a competence cluster in the regional economy, but equally with the potential to work internationally in the field of winter sport and health.</p>
<p>Sports and physical activities</p> <p>High performance sports, including cross-country skiing, alpine skiing and biathlon</p> <p>General physical activity and health promotion.</p>
<p>Project main characteristics</p> <p>The project was implemented through ERDF funding for Mellersta Norrland in Sweden. SWSRC has received support from a range of Swedish sources, and has</p>

⁶ Almerud et al (2010) Slututvärdering av projektet "Innovationsnav för kunskapsinriktad idrottsutveckling, folkhälsa & elit

⁷ Nationellt Vintersportcentrum Slutrapport 2009-12-31

⁸ European Union Regional Policy Investing in our regions: 150 examples of projects co-funded by European Regional Policy. See http://ec.europa.eu/regional_policy/sources/docgener/presenta/projectbook/project_book_02_research_en.pdf

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benefitted from ERDF support through two rounds, the first 2007-09 and secondly between 2011-2013.

The Structural Funds is financing half of the project costs, while the remaining budget is covered by the Mid Sweden University and the County Council in Jämtland.

	Round 1	Round 2
<i>Programming period</i>	2007-2013	2007-2013
<i>Operational Programme</i>	Mellersta Norrland OP	Mellersta Norrland OP
<i>Structural Funds involved</i>	ERDF	ERDF
<i>Lead Partner</i>	Mid Sweden University	Mid Sweden University
<i>Budget</i>	EUR 2.15 million	EUR 1.624 million
<i>EU Budget</i>	EUR 1.05 million	EUR 0.6 million
<i>Other contributions</i>	Jämtlands County Council EUR 709,500 Mid Sweden University EUR 393,000	Jämtlands County Council EUR 150,000 Mid Sweden University EUR 874,900
<i>Duration</i>	2007-2009	2011-2013

As part of the university, the overarching strategy of the Centre is to:

- Establish and develop support functions for professional sport in Sweden in particular i) winter sports and ii) physical activities and health.
- Undertake R&D and to publish internationally
- Strengthen the sport sciences infrastructure at the Mid Sweden University.⁹

Although the centre has an international outlook, it equally holds a key position in the regional economy, as the centre works with local and regional authorities, sport organisations and with local businesses to strengthen the links between academy and industry.¹⁰

The Östersund region attracts many athletes – the majority of the Swedish cross-country skiing and biathlon squads live and train in the town. This development has had a positive impact on job creation, and has helped the SWSRC to gain an internationally reputation for winter sports and adventure technology.¹¹

⁹ Almerud et al (2010) Slututvärdering av projektet "Innovationsnav för kunskapsinriktad idrottsutveckling, folkhälsa & elit

¹⁰ Almerud et al (2010) Slututvärdering av projektet "Innovationsnav för kunskapsinriktad idrottsutveckling, folkhälsa & elit

¹¹ European Union Regional Policy Investing in our regions: 150 examples of projects co-funded by European Regional Policy. See http://ec.europa.eu/regional_policy/sources/docgener/presenta/projectbook/project_book_02_research_en.pdf

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For example, most of Sweden's participants in the Olympic Winter Games in Vancouver in 2010 had a connected with the Centre and the university, and used its facilities for various purposes. Through the use of GPS (global positioning systems), SWSRC is also able to re-create certain environments such as Vancouver's ski stadium. This gives athletes an added advantage when they compete.¹²

SWSRC's activities can be divided into five main areas:

1. R&D centre – a national and international R&D centre with a number of networks and a significant presence of international visiting researchers.
2. Test centre in performance and public health. Partnerships with the Swedish Olympic Committee, among others.
3. Trainings centre for elite and winter sports, and various public health projects.
4. Student laboratory with links to a range of degrees and courses at Mid Sweden University.
5. The Swedish Innovation Agency VINNOVA – the Peak Innovation (PI) initiative focusing on prototypes and product development, as well as a range of service concepts in sports technology and performance technology.

The Centre is led by a steering group consisting of representatives from the university, the regional authorities, sport associations, and other cooperation partners. The operational work at the centre is led by individual project leaders, and since 2009 there is also a Grants Officer to support the administrative work at SWSRC. In total the Centre has 10 people employed.¹³

¹² European Union Regional Policy Investing in our regions: 150 examples of projects co-funded by European Regional Policy. See http://ec.europa.eu/regional_policy/sources/docgener/presenta/projectbook/project_book_02_research_en.pdf

¹³ Almerud et al (2010) Slututvärdering av projektet "Innovationsnav för kunskapsinriktad idrottsutveckling, folkhälsa & elit

Good Practice Case no. 6

At the regional level, the Centre aims to strengthen the cities of Östersund and Åre (where the Mid Sweden University are located) as international centres for winter sports. The centre should work at a catalyst for collaboration between the university, industry and the broader region (e.g. authorities, and the fourth sector).

Programme details

The Centre's ERDF funding has been awarded under the priority 'Renewal of industry, energy and environmentally-driven development' and specific objective 'Knowledge driven industry development and research and development'. The focus of this 2007-2013 priority was on innovation and the knowledge industry, energy and environment as areas for support and growth. Branch specific initiatives were anticipated in growth areas such as energy, environmental technology and tourism. Provision of risk capital was another support area.

Sport and health are priorities within the regional (Jämtland county) growth plan for 2009-2013. One of the underlying rationales for these priorities is that the national Public Health Agency of Sweden has offices in Östersund (as well as Stockholm). As such, the region has been active in financially supporting the SWSRC, in particular by purchasing equipment for the Centre (worth a total of EUR 1.06m).¹⁴

Nature of the contribution to economic and/or social development

The SWSRC's intended strategic and operational effects are potentially quite broad and relate to the following aspects:

Higher education and training – at the HE level focusing both on elite sport as well as physical activities and health. The Centre has seen keen interest from Mid Sweden University students who rate the programmes available at SWSRC highly.

R&D, innovation and the knowledge economy – the Centre has a strong academic reputation in Sweden, and this is also growing internationally. The Centre is not only reputable in academic publishing, but is also competitive as it houses very modern technology and equipment, especially in physiology and biomechanics. SWSRC works closely with the VINNOVA-funded Peak Innovation Centre, also located at the University, which specialises in innovation and commercialisation in the sport sector.

Smart specialisation – SWSRC has an important role in the regional economy, as it works closely with both public and private local actors. Winter sports – and related tourism – are very important to the regional economy, and are a priority sector for Mellersta Norrland. This has been formalised in the current programming period as a winter sport-based smart specialisation strategy.

Promoting health and well-being, active ageing and a healthy workforce – although the Centre has focused more on elite sport than amateur sport or physical activities, the equipment and knowledge used to support professional athletes can – and is also used – to support the general population. SWSRC has worked with other universities in Austria, Germany, France, Italy, Finland, Norway and the USA in this area, for example in the field of human development and ageing.¹⁵

¹⁴ Almerud et al (2010) Slututvärdering av projektet "Innovationsnav för kunskapsinriktad idrottsutveckling, folkhälsa & elit

¹⁵ European Union Regional Policy Investing in our regions: 150 examples of projects co-funded by European Regional Policy. See http://ec.europa.eu/regional_policy/sources/docgener/presenta/projectbook/project_book_02_research_en.pdf

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Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

5. *Promotion & encouraging inward investment*
6. *Creating employment in sport and physical activity*
7. *Impacts on related employment*
8. *Indirect impacts on employment*
9. *Business growth & other economic impacts*
10. *Encouraging developments in sport technology and other innovation*
11. *Systematic development of a broader sport-based strategy*
12. *Linking sport actions with the development of tourism or CCIs*

Project outputs

The SWSRC has received two rounds of ERDF funding. The first round of Structural Funds support was awarded in 2007 and supported the 'transfer' of the Centre into the Mid Sweden University structure. Concrete project output included:

- An information campaign to disseminate the work and results of the SWSRC to date
- Modernisation and upgrade of laboratories
- Establishment and development of R&D networks (in basic and applied research)
- Participation in and organisation of international R&D conferences

The second period of ERDF funding, which covered the 2011-2013 period, reflected the 'cementing' and growth of the Centre as a feature of the university, and as a partner for external collaborations with industry and other actors. For example, in the latter period ERDF funding supported:

- The establishment of an Olympic professorship
- The foundation of a R&D field station in Åre
- The development of business models for the Centre
- Rules for the Centre's participation in collaborative projects with external partners
- International knowhow around the co-production and collaboration between the Centre (and the university) and industry.

Project results and impacts

SWSRC and specific projects undertaken by the Centre have undergone a number of evaluations which have assessed performance and results, as well as other organisational aspects. There is also evidence on results and impacts through the Centre's reporting on the two rounds of ERDF investment.

The final report submitted for the second round of ERDF support concluded (2013) that the ERDF funding had strengthened and broadened the activities undertaken in the Centre, both in terms of academic achievements and collaborations with industry and non-profit organisations.

Good Practice Case no. 6

Moreover, the development in collaboration with external partners was increasing the Centre's chances of managing further projects and winning competitive grants from Swedish sources (e.g. foundations and the Swedish Innovation Agency) and EU sources (e.g. Horizon 2020) alike. The Centre has hosted several international guest researchers from Germany and Austria.

The SWSRC is working closely with another University project – Peak Innovation (funded by multiple sources, including the ERDF and VINNOVA)¹⁶. Peak Innovation is a 10-year project which is working towards commercializing research, and promotes entrepreneurship in sport, tourism and the outdoors. This is developing into a powerful cluster at the heart of a smart specialisation strategy. Through Peak Innovation, the SWSRC has initiated contact with industry and has as such a close outlet for commercialising the Centre activities. One example of such a collaboration is that the SWSRC has worked with the sports clothing company Craft to develop a new cross-country skiing kit for the Swedish national team.¹⁷

The SWSRC's R&D and education activities are generally seen as positive or very positive, in particular with regards to winter sport research. The Centre has established itself as a strong R&D centre, and has strengthened sport education in its fields of expertise. Indicators used for measuring research outputs and impacts, such as publication, physical infrastructure and research collaborations (national and international) are all on or above the initial targets set. In particular the Centre has been successful in working with national sport teams. There has also been a lot of interest from students at the Mid Sweden University to participate in the Centre.¹⁸

From the wider region's perspective, the SWSRC has become an important actor for the region's sport industry, for regional sport associations, and for Swedish elite winter sport, but although the Centre and the wider region has close contact, there are still few concrete collaboration opportunities.

Although the regional role of the SWSRC is highly central; the Centre can perhaps show more concrete impact at a national level. The SWSRC has forged a close relationship with the Swedish Olympic Committee (SOK) and the Committee not only purchases research services from the Centre, but has also relocated its R&D activities in Olympic winter sports to SWSRC.

In addition to the Committee, the Centre works with the medical university the Karolinska Institute, the universities in Gothenburg and Örebro, and the Swedish School of Sport and Health Sciences.

Good practice features

Good example of funding encouraging smart specialisation strategies in a remote region

Good example of strategic collaboration between local and regional sport associations, higher education, public authorities and local businesses

Good example of a regional project with national and international impact

Good transferability – although any replication would need to be adjusted to the specific regional circumstances

Highly effective and efficiently delivered, with evident impact.

¹⁶ <http://peakinnovation.se/en>

¹⁷ Almerud et al (2010) Slututvärdering av projektet "Innovationsnav för kunskapsinriktad idrottsutveckling, folkhälsa & elit

¹⁸ Almerud et al (2010) Slututvärdering av projektet "Innovationsnav för kunskapsinriktad idrottsutveckling, folkhälsa & elit

Good Practice Case no. 6

Sources of further information

Web site

<http://www.miun.se/en/swsrc>

https://www.youtube.com/channel/UCFkH9YILrxrCd_VY3jwCmiQ

Publications

FBA Holding AB (2010) Slututvärdering av projektet "Innovationsnav för kunskapsinriktad idrottsutveckling, folkhälsa & elit"

Nationellt Vintersportcentrum End of project reports for the Structural Funds (2009 and 2013)

3 Sport Infrastructure & Regional Strategy

3.1 Spain: Creation of a Sports Pavilion in the Urban Zone

Good Practice Case no. 7

Project Title & Number

Creation of a Sports Pavilion and Multipurpose court open municipal land in the urban area (ES 5)

Theme:

Sport Infrastructure & Regional Strategy

Project identification:

The project is part of the URBAN Initiative of the Municipality of Palencia, which co-financed the project with € 521,033 (20% of the total budget).

The EU URBAN Initiative targeted neighbourhoods suffering from extreme deprivation to address the problems of isolation, poverty and exclusion of their inhabitants through interventions that improved the ensemble of their physical and social environment.

The URBAN's integrated approach took account of all dimensions of urban life. It thus applies a package of projects that combined the rehabilitation of obsolete infrastructure with economic and labour market actions. These are complemented by measures to combat the social exclusion inherent in run-down neighbourhoods, and measures to upgrade the quality of the environment.

The main goal of the Palencia Urban Project was to contribute to the urban, economic and social balance of the "El Cristo" and "Ave María" districts, which are separated from the rest of the city by the physical barrier of the railway.

The zone was characterized by a high environmental degradation, the absence of social reproduction spaces (e.g. schools, shops, parks, sport centres etc.) and the presence groups of a marginal population that is poorly integrated (e.g. migrants and Roma).

Reasons for citing this project

The project is a very good example of how sports infrastructures can play an important role in urban regeneration and social integration. Almost three years after the project's finalization, it is observable that the project has been very useful for generating a better integration of the local population. The new sports infrastructure attracted people from the rest of city, who never went to these districts before.



Good Practice Case no. 7

Sports and physical activities

Fitness
Volleyball
Basketball
Squash
Five a side football
Handball
Martial arts

Project main characteristics



The project had three different strategic lines: Endogenous development of the area; Integration of the zone within the urban area; Integration of the groups of the district within the process of regeneration.

The project aimed to bring new facilities to the zone, of local and regional significance. As well as incorporating new urban structures able to generate the effects of urban agglomeration and to attract to the zone visitors, residents and new economic activities, it also aimed to incorporate in the urban regeneration dynamic of the zone a wider range of economic activities and population

groups, especially the groups with the greatest difficulties to integrate into the general social dynamic.

During the elaboration of the project a process has been activated of local cooperation which has involved the participation of various local agents (e.g. Ave Maria Sport Club, Female Gypsies Roma Association, El Cristo Neighbourhood Association etc.) in the analysis and diagnostics of the action zone and in the identification of its capabilities and deficiencies.

Programme details

ERDF support was provided under the Operational Programme of Castilla y León 2007 – 2013, under Axis 5 'Sustainable, Local and Urban Development'. Its general characteristics were as follows:

Programming period: 2007-2013

Operational Programme: PO Castilla y Leon

Structural Funds involved: ERDF

Lead Partner: Municipality of Palencia

Budget: 2,605,166 €

EU Budget: 2,084,133 €

Other contributions (Municipality of Palencia): 521,033 €

Duration: 2010-2013

The project has been carried out through as topic area n 9 'Service Infrastructure'.

Good Practice Case no. 7

The project was not integrated into the regional strategy 2007-2013 (this was not required for projects under the URBAN Initiatives). However, the project observed the main priorities of the 2007-2013 Castilla y Leon regional strategy for regional development in the chapters related to: Urban Local Development; Environment; Natural Environment and Water Resources; Rehabilitation and occupational rehabilitation of the unemployed; Reinforcement of the stability in the employment and adaptability; Integration in the labour market of people with special difficulties; Women's participation in the labour market.

Thanks to its linkages with urban development and social inclusion, the project anticipated developments supported under ESIF in the current period. Various elements of the project correspond to the objective number 9 of the Common Provisions Regulation ('Promoting social inclusion, and combating poverty and all forms of discrimination').

Nature of the contribution to economic and/or social development

The project supported the local development of an urban area in the City of Palencia, answering the need for new sport infrastructure. It mainly contributed to social development, in terms of encouraging social inclusion and integration.

The project promoted equal opportunity between men and women, operating in a transversal way across all the measures and plans of the project in line with principles established in the EU Treaty and the regulations relating to equal opportunities set out in the General Regulation of the Structural Funds and the Regulation which rules the European Social Fund.

The project also contributed to sustainable development and energy efficiency, through a reduced use of fossil fuels (through its solar panels).

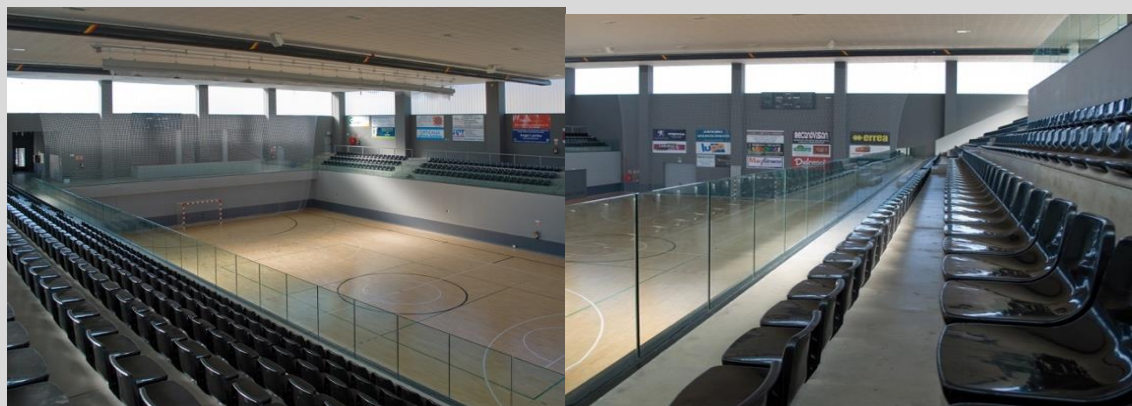
Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

- 2. *Improvement of the physical environment*
- 4. *Other measures reducing environmental impact*
- 15. *Social engagement*

Project outputs

The main output of the project is the creation of a new sports infrastructure with a capacity for 600 people, organized on two floors (a total of 2800 sq. m.)



Good Practice Case no. 7

The pavilion can host different kinds of sports events (e.g. exhibitions, courses, competitions etc.).

The pavilion includes:

- Multi-purpose field (45*25 metres)
- 2 squash fields
- Gymnasium
- 4 paddle fields (45*22 metres)
- Changing rooms and specialized equipment
- External parking (50 cars)

The pavilion is equipped with new technologies to save energy and water (e.g. solar panels and an automatic system to switch-on the illumination according to the real use of the different zones and the level of natural lighting) and is currently managed by the Sports Municipality Board.

Project results and impacts

In 2015 the pavilion attracted 22,930 users (including a high percentage of young people, women and elderly).

Namely, the pavilion had 15,200 regular users (7,200 users in the period January-June 2015, 26 weekly hours, from Monday to Friday; 8,000 users in the period September-December 2015, 33 weekly hours from Monday to Friday).

In addition to that, 6,030 users (1680 schoolchildren and 4350 persons from teams registered at the national federation) played official matches (handball, basketball and five a side football).

Moreover, 500 users rented (onetime) the facility and 1200 persons used the squash field of the pavilion.

Finally, various sport groups and sport association used the pavilion on a regular basis (both for trainings and official matches), e.g. the Sport Club Balopal (Handball Palencia) and the Women's Handball Club of Palencia.

This all represents a considerable development of the use of the area and extensive social integration with previously marginalised groups.

Good practice features

Various elements of the project (related to social inclusion) that correspond to the objectives of the current programming period 2014-2020.

Highly effective and efficiently delivered, with evident impact.

Highly sustainable.

Good transferability: a similar approach could be adopted elsewhere. The project does not include any dependence on specific circumstances, nor legal or funding barriers.

Good Practice Case no. 7

Sources of further information

Name of the organisation: CITY OF PALENCIA

Address: PLAZA MARIANO TIMÓN, S/N 2ª PLANTA, 34005 PALENCIA (ESPAÑA)

Town: PALENCIA

Tel: (+34)979 718136

C.D. Balopal (Balonmano Palencia). Contact person: Mr. Vidal, tel.: 0034 625 625 286 <http://www.cdbalopal.es/>

Club Balonmano Femenino de Palencia. Contact person: Mr. Ignacio, tel.: 696.973.846. <http://cbpf.es/>

(these are the two clubs that used more the facility; from their web it is possible to find information about the matches played at the 'Mariano Haro' pavilion.)

3.2 Estonia: Development of Adventure Tourism Centre in Kiviõli

Good Practice Cases no. 8

Project Title & Number

Development of the Adventure-Tourism Centre of Kiviõli (EE 3)

Theme:

Sport Infrastructure & Regional Strategy

Project identification:

The Development of the Adventure-Tourism Centre of Kiviõli in the industrial North-Eastern area of Estonia is a good example of restructuring and diversifying the economy in regions with a challenging socio-economic situation, though the development of sport infrastructure. Development of the Adventure-Tourism Centre in Kiviõli has given a great impulse to other developments in the region in the field of sports and adventure tourism infrastructure and product development.

The importance of this development project also relates to environmental issues, since the centre has been developed on the highest artificial hill in the Baltic States – created from the residue from the processing of oil shale.

The ERDF contribution in the form of the Development of the Adventure-Tourism Centre of Kiviõli project helped create the physical infrastructure and facilities and hence contributed to the overall restructuring and diversifying of the regional economy in Ida-Viru County, Estonia, a border area with numerous economic and social challenges.



The Development of Adventure-Tourism Centre of Kiviõli was led by a non-profit organisation, the Foundation for the Adventure-Tourism Centre of Kiviõli.

Good Practice Cases no. 8

Reasons for citing this project

The Development of the Adventure-Tourism Centre of Kiviõli is an excellent example of how sport can play a major role in the regeneration of a former industrial area and assist the transition from an old industrial economy to a service and hospitality economy, with all the implications of this for the creation of new businesses and work places, the generation of social and environmental benefits and improving the attractiveness and image of the whole region.



The Development of the Adventure-Tourism Centre of Kiviõli also illustrates the intelligent use of infrastructure, including in the successful and environmentally friendly reuse of industrial heritage and the residue of industrial production, but particularly as the basis for a series of other activities

contributing to regional development.

The Development of the Adventure-Tourism Centre of Kiviõli and related projects that followed show how public funds including ERDF funding can complement private and mixed initiatives to generate synergies and execute strategic plans at the regional and local level that have significant impacts on the regional socio-economic situation.

Sports and physical activities

The Adventure-Tourism Centre of Kiviõli provides facilities for Alpine skiing (the longest Alpine skiing slopes in Estonia), a downhill course for bicycles, the largest snowboarding park in the Baltic countries with three levels (FIS standard), a hill car course, zip-line, motocross track (FIM standard), and a health track. New, additional year-round sport and recreational activities are in development and are expected to be opened to the public in 2017.

Project main characteristics

The Adventure-Tourism Centre of Kiviõli and tourism sector development more generally have played a significant part in the regeneration of the Ida-Viru County region bordering with Russia that had previously focused on a narrow range of industrial activities and now has some serious social problems, including a high unemployment rate.



The main investments the programme paid for were the building of the visitors centre, a snow liner, a snow gun, an all-terrain vehicle (ATV) and other appliances, plus the lighting for the centre.

Implementation of the project will have a major impact on the development of the local municipality and the county. The project has given an impulse to the launch and development of an Ida-Viru Tourism Cluster with more than 40 partners, including attractions, service providers

and businesses in the field of tourism and connected services, working in cooperation with local and regional governments, the regional Ida-Viru Business Development Agency and education institutions.

Good Practice Cases no. 8

Several new remarkable investments have been made and developments started in the area, making use of the industrial heritage, its residues and the form of the landscape, which has been shaped by industry. A remarkable environmentally friendly and innovative feature in this exploitation of the industrial legacy is the use of the residual heat (max 80° c) generated by the industrial waste in the artificial hill to heat the visitors centre.

The aim has been to improve existing tourism attractions or to develop new ones (Water Sport Centre in the Aidu strip mine, the Kohtla Mining Park/Museum – featuring the former mining gear and now reopened for the public).

Programme details

ERDF support was provided under the Operational Programme for the Development of the Living Environment implemented in Estonia by Enterprise Estonia during programming period 2007- 2013. The project was financed under OP priority 4. Integral and balanced development of regions. The objective of the specific programme “Strengthening of the competitiveness of regions” under priority 4, which supported current project was: Regions that are more attractive to investors, qualified workforce and visitors.

Funds given for this priority axis were targeted on the development of local public services giving special attention to improving living conditions in urban regions. The scope of the investments was very broad: starting from renovation of schools and building of sport fields to building bus shelters.

Attention under the priority 4 was paid to strengthening of the competitiveness of regions and this consisted primarily in increasing the competitiveness and attractiveness of the regions through improving the local business and visiting environment, utilising for this purpose the strengths of each region and their specific locational, natural and cultural resources and know-how. An important part of this strategy of increasing the competitiveness of regions was operations that strengthen the business environment of the region concerned, in particular the development of regional competence networks and industrial parks and preparatory work for reviving certain economic activities. Equally important was the development of a local visitor environment, making more efficient use of the region-specific resources. It was important both to develop new visitor sites and to provide the existing attractions with a modern supporting infrastructure.

The Project Adventure-Tourism Centre of Kiviõli received support from ERDF of 3,001,726 EUR. Self-financing of the project was 610,279 EUR. It ran from 17/02/2011 to 07/07/2015.

Nature of the contribution to economic and/or social development

Ida- Viru County is facing numerous socio-economic problems caused by the restructuring of the economy away from heavy industrial activity, based on oil shale mining and handling. Historically an important part of the regional economy has been based on these activities, which have been hit especially because of the low prices for naphtha on the world market.

The regional development strategy has set objectives to facilitate the restructuring and diversifying of the regional economic structure and the tourism sector has been identified as one of the most promising potential fields of development, given the rich historical, natural and cultural resources of the region, including its industrial heritage.

Good Practice Cases no. 8

The Adventure Centre of Kiviõli project is the most successful example of how local resources, or even disadvantages, have been turned into positive assets and how, using an innovative mind-set the nationally and even internationally attractive multifunctional centre has become a leader and an impulse for wider developments in the region. It has already led to a big increase in visitor numbers, stimulated considerable private investment in the area and generated a number of jobs (see below).

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

- 2. Improvement of the physical environment*
- 5. Promotion & encouraging inward investment*
- 6. Creating employment in sport and physical activity*
- 9. Business growth & other economic impacts*
- 10. Encouraging developments in sport technology and other innovation*
- 11. Systematic development of a broader sport-based strategy*
- 12. Linking sport actions with the development of tourism or CCIs*
- 17. Addressing health and other societal challenges and contributing to happiness & well-being*

Project outputs

The project outputs included the creation of an artificial hill from the waste material left from former shale mining and the installation of plant to exploit the residual heat in the waste material, the building of a central facility for multiple activities and the landscaping of the area to accommodate these activities at different times in the year.

Direct outputs of the project were: facilities for Alpine skiing (longest Alpine skiing slopes in Estonia), downhill course for bicycles, the largest snowboarding park in the Baltic countries with three levels (FIS standard), the hill car course, zip-line, motocross track (FIM standard), and health track.

Several mechanism were also put in place to ensure the effective co-ordination of the facilities and the exploitation of the new resources including a publicity campaign.

Project results and impacts

Annually 30 000 – 50 000 additional tourists have visited the centre and area. After further developments (stage II of the Adventure Centre) the annual visitors number is expected to be 80 000.

The Project has already enhanced to a remarkable degree the attractiveness of Ida-Virumaa as a travel destination and gave a further impulse to the growing attractiveness of Estonia in general as a travel destination through the development of internationally attractive culture/sports and tourism features. Implementing the project led to a lengthened average visit time of inbound visitors (average stay in the region is 2 nights) and also increased awareness of Estonia as an adventure tourism destination.

Good Practice Cases no. 8

As a result of the project the number of practitioners of recreational and extreme sports has increased, as well as the number of international sports events/competitions and the number of national and regional sports events/competitions. Schools in the area actively make use of the facilities and the awareness of local inhabitants and tourists of healthy lifestyle issues has improved considerably. The remains of the industrial activities, which previously only blemished the regional landscape and its image have been turned into an asset in the form of an environmentally friendly public space which has become an appealing landmark for locals and tourists.

The project has also been successful in generating private investment. Over two million euros has been invested by the private sector already in order to create and provide tourism services to the visitors of the Kiviõli Adventure Centre in its near neighbourhood.

Over 30 year-round and over 100 half-time jobs have been created.

Good practice features

Strong coherence with the Ida- Viru County Development Strategy and the region's Operational Programme for 2007-13 - by contributing to the development of a high quality site of national importance with infrastructure and services, supporting a strong improvement of the region's value proposition to the identified target groups and improving the economic and living environment of the former mono-functional region, giving a remarkable impulse to the rebranding of the tourism destination and improving the image of the region as a whole.

Several innovative environmentally friendly features, including the use of industrial waste in order to heat the visitors centre.

Highly valued by target groups and local government and efficiently delivered, with evident impact. Effective in supporting and giving impulse to other developments in the area of adventure tourism, sports and recreation having leading role in development of Ida-Viru Tourism Cluster developments.

Many elements of the project are transferable.

Further developments are planned or on-going in order to improve functionality and enrich the value proposition.

In 2013 Adventure-Tourism Centre of Kiviõli was selected as the most attractive tourism object of Estonia by the Association of Estonian Tourism Firms.

Sources of further information

Foundation Adventure-Tourism Centre of Kiviõli.

SA Kiviõli Seiklusturismi Keskus

info@tuhamagi.ee

Mäepealse tee 1 (Sonda tee 9), Kiviõli, Eesti

<http://www.tuhamagi.ee/en>

<https://www.facebook.com/kivioli>

<http://www.csmonitor.com/World/Europe/2014/0621/How-an-Estonian-ash-hill-became-a-ski-resort>

3.3 Germany: Jetty Juist (Seebrücke Juist)

Good Practice Case no. 9
Project Title & Number: Jetty Juist (Seebrücke Juist) (DE 7)
Theme: Sport Infrastructure & Regional Strategy
Project identification: <p>The project is located on the island of Juist, one of the seven inhabited Frisian islands in the North Sea, part of Germany's region of Lower Saxony, and close to the border with the Netherlands.</p> <p>The project was developed by the municipality of Juist (Inselgemeinde Juist), and involved the construction of a 334 metre jetty and related pedestrian and harbour infrastructure improvements providing a new sports harbour with a capacity for 212 sport boats.</p>
Reasons for citing this project <p>The region of Lower Saxony acknowledges the potential for sport for regional development, with a history of supporting the development of sport infrastructure through several ERDF programming periods. The selected project is considered one of the most emblematic interventions, having triggered demand for similar interventions in the region and beyond.</p>
Sports and physical activities Sailing / motorboats.
Project main characteristics <p>The project was developed between October 2004 and March 2008 and implemented after legal permits for the construction of the jetty had been obtained in 2005/2006. Infrastructure components included:</p> <ul style="list-style-type: none"> • Construction of a jetty with pedestrian promenade; • Construction of a landmark monument at the end of the jetty; • Establishment of protective walls between the municipal and sports harbor and docking station; • Establishment of docks in the sports harbor; • Establishment of drainage canals. <p>The total project budget amounted to nearly EUR 6 million (2.3 million ERDF, and the remaining contributions by the local authority, the region of Lower Saxony, the district of Aurich and the Sailing Club Juist).</p>
Programme details <p>The region of Lower Saxony is one of the few German regions that explicitly included sport in its regional ERDF Operational Programmes, initially in the programming period 2000-2006, when ERDF support was secured for the project.</p> <p>The strategy of allowing support for sport with a view to economic development, usually in a context of tourism development, was maintained in the 2007-2013 ERDF Operational Programme (Regional Competitiveness and Employment).</p>

Good Practice Case no. 9

The Operational Programme notes the region's potential for economic development via the improvement of tourism infrastructure, specifically noting the development of combined offers, integrating sport, recreation, nature, education and culture (Priority area 3 Support for infrastructure for sustainable development). Beyond this, the Operational Programme also covers sport under Priority area 4 – Environment and Sustainable Urban Development, and more specifically with a measure for the renewal and development of urban areas aiming to enhance citizen acceptance of urban areas as centre of work and life, covering the support for the establishment, rehabilitation and development of sport infrastructure. It is also worth noting that the Programme's Monitoring Committee includes the regional sports association (Landessportbund Niedersachsen). The current Operational Programme 2014-2020, combines the ESF and ERDF elements and financial support continues to cover the recreational infrastructure with a view to tourism development.

Nature of the contribution to economic and/or social development

The project is set in the context of wider regional economic and tourism development efforts in one of Germany's regions investing strongly in tourism development. It applies good practice in tourism development in that maritime infrastructure has been seen to generate broadly based economic advantages over a wide area, through the increased access to local shops and businesses and visitor facilities. Providing access to the region's important natural heritage, the focus is on enhancing the region's attractiveness vis-à-vis local tourists, but also tourists from neighbouring regions in Germany and the Netherlands, thus creating opportunities for local operators to establish / enhance tourism offers (accommodation, gastronomy etc.).

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

2. Improvement of the physical environment

12. Linking sport actions with the development of tourism or CCIs

Project outputs

Construction of a 334 metres' long sea bridge and related pedestrian and harbour infrastructure improvements. Construction of a 17-metre-high monument at the end of the sea bridge, including lighthouse functions.

Project results and impacts

The project is considered to have made an important contribution to the development of 'maritime' tourism, thus contributing to the region's wider economic development. Regional statistics show a strong increase in tourist visits as of 2011 (from 92,619 tourists visiting Juist in 2009 to 98,947 in 2011), and total employment experienced an increase of 11% between 2008 and 2012. Similarly, average income in the district developed positively in comparison with the regional average, from some 89% of average regional income in 2008 to 91% in 2012.

Moreover, the new infrastructure implies a separation between the harbour and the mudflat (the region's coastal wetlands, classified as UNESCO natural heritage), and this results in a reduced volume of sediment settling and obstructing the harbour, thus reducing harbour maintenance costs (this is a key issue affecting the region's canals and harbours without protective infrastructure).

Finally, it is worth noting follow-up investments by the region, e.g. regional support for the open air swimming pool in Juist.

Good Practice Case no. 9

Good practice features

Conformity with tourism development good practice. Systematic project preparation including a detailed feasibility study; Attention to involving all relevant local stakeholders (local authorities and local tourism promoters); Integration into the wider tourism offer in the region, e.g. involvement of the local sailing club. The project could easily be replicated elsewhere.

Sources of further information

<http://www.efre.niedersachsen.de/> www.juist.de,
http://www.nlwkn.niedersachsen.de/portal/live.php?navigation_id=8175&article_id=43481&_psmand=26

4 Sport & Regional Strategy - General

4.1 Portugal: National Velodrome - High Performance Centre of Sangalhos

Good Practice Case no. 10

Project Title & Number

National velodrome-High performance centre of Anadia in Sangalhos (CAR Anadia).
(Velódromo Nacional-Centro de Alto Rendimento (CAR) de Anadia) (PT 3)

Theme:

Sport & Regional Strategy - General

Project identification

The National velodrome-High performance centre of Anadia (CAR Anadia) is located in Sangalhos, a town and a civil parish in the municipality of Anadia, which is located in the Beira Litoral area of the Centro Region in Portugal.

The project was launched in 2007 and was inaugurated two years later, in September 2009.



The construction represented an investment of over 12 million euros.

The CAR Anadia is a high performance centre designed for practicing indoor track cycling and at the same time, a space of excellence for sports practice with conditions for the simultaneous practice of various sports: fencing, judo, gymnastics and trampoline and for hosting events with a multi-purpose character.

It was designed as an autonomous infrastructure, capable of allowing sports practice, providing recreational activities and catering services and also function as a dormitory for athletes in training or competitions.

It has contributed to a broader strategy which was intended to provide the country with a network of specialized services and infrastructures oriented to research, development and training of those who practice high performance sports as a means of promoting the qualification and development of various sports in line with international standards.

Reasons for citing this project

The project is a good example of support to a sport organisation in developing its business activities but it also shows how public funds can support a physical infrastructure development with much broader objectives than just supporting sporting activities in order to provide a focal point for regional development. In fact it shows how sport can be a key part of regional development strategies, since the National Velodrome-High Performance Centre project was part of a broader strategy to create facilities of national and international standing, in order to attract competitions and events and serve as a focal point for other developments.

Good Practice Case no. 10

The involvement of local and regional communities in the project is also noteworthy. They participate in events, notably those organized by the municipality (*Câmara*) of Anadia, that promote sport and physical activity and also social and health activities, occupying the free time of young people, shows, exhibitions, etc.

This infrastructure is one of the parallel structures that have been created to complement the sporting offer in the cycling specialisms of the area.

Sports and physical activities

1. High performance sports including cycling, fencing, judo, wrestling, gymnastics and trampoline.
2. Team sports including handball, basketball, volleyball and indoor soccer, racket games (badminton, tennis) and basic skating.
3. Athletes in training or competition.

Project main characteristics

The National Velodrome-High Performance Centre of Sangalhos is a project that was part of a broader strategy in Portugal to create facilities of national and international standing, in order to attract competitions and events and serve as a focal point for other developments. It fills a gap in that the country did not previously have an indoor facility for cycling that meets modern requirements in terms of an appropriate indoor track and other sport facilities and support spaces.

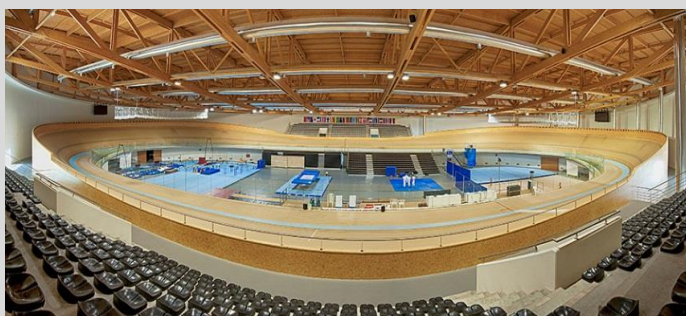
This intervention falls within the strategic objectives of the National Programme for Land Use Planning Policy, in particular the polycentric development of territories and the strengthening of territorial competitiveness.



It is a sports infrastructure for hosting sporting events with an international dimension and visibility that allows the promotion of Anadia Municipality, the region of Bairrada, the Centre of the country and Portugal in general, as tourist destinations because such events attract people from many different countries, some of them quite distant, that otherwise would be unlikely to visit the country, and encourages them to return to participate in new competitions

or training placements, or simply as tourists.

The CAR Anadia is the first and only infrastructure of this kind in Portugal. It meets the functional requirements of the UCI (*Union Cycliste Internationale*) or "International Cycling Union", the world governing body for sports cycling.



The building of the "Centre Mondial du Cyclisme" of Aigle in Switzerland and the interior of the velodrome of Bordeaux in France, both considered as reference cases in terms of sports arenas,

Good Practice Case no. 10

served as the basis for the development of the CAR Anadia.

The excellence and versatility of the infrastructure and equipment means that the facilities now accommodate the activities of several Portuguese sport federations and allow Anadia to host a series of events:

- national and international sporting events, especially cycling, gymnastics, trampolines, judo, and modern pentathlon;
- sports training, internships, testing and demonstrations,
- events related to the promotion of physical activity within the local population,
- related events: workshops, business presentations, etc.

The Centre has a wide variety of functional areas, which allows a broad range of services to be provided.

Programme details

The project represented an investment of over 12 million euros and 70% of the eligible expenditure was financed by the ERDF. The total cost (land, building and equipment) amounted to 12.358 million euros, of which 9.135 million were supported by POVT, 2,685 by the municipality of Anadia and about 537,000 euros by the Sports Institute of Portugal (20% of the eligible expenditure).

ERDF support was provided under Axis 5 of the *Programa Operacional Valorização do Território* – POVT (Operational Programme for Territory Enhancement for the 2007-2013 period - Infrastructure and equipment for Territorial Development and Urban Development - Intervention area - Infrastructure and Sports Equipment).

Among the aims of this intervention the promotion of the development of high performance sport by creating infrastructure and sports equipment stands out. This was intended to ensure the necessary development of sporting excellence centres located in areas with development with a potential in this area, with a view to enhancing the competitiveness of these territories and to providing significant gains in terms of economic and social cohesion, including through the attraction of young people to sports, increasing the amount and quality of the provision of sports training facilities and increasing the number of federated athletes. It also aims to contribute to the development of equal opportunities and social inclusion and integration, including that of ethnic minorities and socially disadvantaged groups.

The POVT falls within the Agenda for Territorial Enhancement of the National Strategic Reference Framework (*Quadro de Referência Estratégico Nacional*) whose major strategic objective is improving the competences and qualifications of the Portuguese population, promoting knowledge, science, technology and innovation, high and sustained economic development and socio-cultural and territorial enhancement, while pursuing equal opportunities and, also, increasing the efficiency and quality of public institutions. This infrastructure development is part of the activities of the Agenda aiming to promote skills in the territories and the strengthening of economic, social and territorial cohesion.

The project also anticipated developments supported under the European Structural and Investment Funds in the current period, mainly through its contribution to increasing competitiveness and the creation of new quality jobs and to a sustainable urban and economic development.

Nature of the contribution to economic and/or social development

The CAR is located in Sangalhos, a well-known village, especially because of its reputation for wine (caves, sparkling wine, etc) and in the bicycle assembly

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industry, as well as for the sporting achievements of Sangalhos Sports Club.

Nevertheless, the village had been losing some of its importance until this was recovered due to the dynamic generated by the CAR activities and the economic recovery. This has been evident not only in terms of traditional businesses, but also through the flourishing of others related to design, graphic arts, technology, hospitality, food, etc. At the district council level, progress is also visible in tourism, hospitality, gastronomy, wine tourism, etc. The same is true at regional level, since given the size of some events held in the CAR the demand sometimes exceeds the county's capacity.

In addition to the jobs created directly during the construction of the infrastructure and those working on the Centre, others have emerged as a result of the boosting the local economy, especially in the hospitality sector.

The CAR Anadia has specialized areas, which are geared to research, development and training, and are regarded as an engine for local and economic development, quality jobs and the attraction and participation and involvement of highly-skilled individuals and enterprises in the region. A sport infrastructure for hosting large-scale sport events with international visibility, promotes the municipality of Anadia, the Bairrada region, Central Portugal and Portugal as tourist destinations, since such events bring people from many different countries, some of them quite distant, who would not otherwise visit the country, and encourages them to return to participate in new competitions or training placements, or simply as tourists.

Since the launch of the CAR Anadia, the municipality of Anadia has received teams and athletes from across the country and abroad. It is an investment with a return in the economy and tourism, especially with regard to hotels and restaurants; in sports itself at local and regional level; in the visibility of the work of the municipality and also provides recognition abroad of the responsiveness and the potential of the CAR Anadia. In this context, sports tourism, health and wellness and wine tourism have been the most directly linked to the dynamics generated by the new infrastructure. As the Centre also hosts events of a broader nature such as commercial and tourist fairs, shows, etc..., and many of them are of an international character, it has helped strengthen the trade with foreign markets, notably for enterprises linked to sport, tourism, hospitality, the wine industry, two-wheel vehicles, etc.

Sports events taking place in the Centre have resulted in increased revenues for the municipality and have improved its image.

The type of sporting events taking place in the Centre – at a national and international level attract spectators, athletes and professional teams accompanied coaches, physiotherapists, doctors, representatives, etc. which also generates revenue in the area. Furthermore, the staging of sporting and other events promotes the area through the media.

The policy of Anadia Municipality is to promote physical activity and healthy habits in order to improve the population's quality of life, including that of elderly people. The CAR Anadia has contributed to encouraging participation in sport and social relationships, including through the promotion of healthy lifestyle practices. Likewise, it allows sports training for children and young people, either within clubs or within the school context.

In relation to the specific aspect of cycling, this infrastructure has meant a return to this sport in Anadia, with its cycling tradition, providing excellent conditions for training and competition for new generations of cyclists. In general, there is a benefit for Portuguese cycling as a whole, since this investment is expected to

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increase the success of national cycling in the long-term and contribute to the formation and training of new generations of cyclists whose skills bring new successes to the Portuguese cycling.

In addition, the construction of this infrastructure encouraged the creation of parallel structures to complement its activities, such as a network of cycle paths to connect Anadia, Sangalhos and Curia, together with a free service of public bicycles which decisively contributes to sustainable transport.

Finally, the project clearly contributes to the sustainable environment. The orientation of the complex was made in order to take advantage of environmental conditions, including visual stringing and sunlight. Moreover, its construction also included the use of renewable energies, new lighting technologies, smart energy saving systems, etc. The recycling of materials and waste was also planned.

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

- 2. Improvement of the physical environment*
- 7. Impacts on related employment*
- 11. Systematic development of a broader sport-based strategy*
- 13. Improving sport skills & competences*
- 15. Social engagement*

Project outputs

The CAR Anadia offers an indoor track 250 metre-long. The practice of various sports is possible in the multipurpose central hall – it has sufficient area to deploy a rectangular field 44x 25m, allowing it to be divided by two classes of athletes simultaneously. It is thus possible to practice the following sports: team sports in elementary and advanced stages (handball, basketball, volleyball, indoor soccer, etc.), basic and advanced racket games (badminton, tennis, etc.), athletics elementary (flat racing, jumping, etc.), elementary and advanced gymnastics (soil, appliances, acrobatic, rhythmic, etc.), elementary and advanced dance, combat sports (wrestling, judo, fencing, etc.), and basic skating, among others. Two fixed tiered seating structures can accommodate 1,000 spectators. In the central hall there is a telescopic tiered seating system also with 1000 seats.

The complex features a training hotel with 16 double bedrooms and adequate space for preparation and the recovery of athletes with the most varied equipment: health club, gymnasium, lounge, medical cabinet/emergency room/anti-doping office, administrative areas, multipurpose room, coordination office, museum area, restoration room, café/bar, reception, storage, workshop, laundry, power station, and other technical services.

Parallel structures have been also created to complement these activities, such as the "Anadia Sports Center", a residence for athletes of the Portuguese Cycling Federation and other teams. There is already a partially built network of cycle paths, which will connect Anadia, Sangalhos and Curia. A free public bicycle service (b→AND) is also now running, which can be used from 10 strategically located parking lots, five of them being located in hotel units.

Next to the CAR, an Olympic BMX track is also under construction, with two ramps (one standard and one Olympic), unique in the Iberian Peninsula. A permanent XCO track is also projected, plus an Olympic mountain biking variant, to be built by the

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Curia, next to the famous century-old spa - it will be one of two existing in the country.

These infrastructures will thus complement the sporting offer in cycling specialties.

In the restricted sport level, the CAR coordinates its activity, directly, with the Sports Complex Anadia, although it also meshes well with other existing facilities in the county and even outside it, thus allowing matching to demanding requirements, such as those of the Olympic selections.

Furthermore it's extremely important to take into account the centrality of Anadia, near the cities of Aveiro and Coimbra, centres of knowledge (the latter with a 725 year old University), services and industry. For this reason, Anadia is served by the main roads and railways in the country. At the same time, the roads, both national and municipal, are suitable for diversified cycling training, since the territory of the county is varied from a morphological point of view, with mountain areas and lowland areas.

- All of this activity directly related to the CAR produces immediate and direct results: - an increase in employability
- economic development, with an emphasis on tourism through the increase in the number of tourists and visitors, especially that associated with sport, health & wellness, gastronomy and wine tourism.
- sports instruction (theoretical and practical) and a training base and sporting events, for local, regional, national and foreign athletes and teams, including elite athletes.
- protocols and partnerships with various organizations: universities, science and technological centres, companies, sports federations and associations, entities of the central and regional administration.

Culture and history also make a contribution, since the "Museum of Two Wheels" is expected to open in a few months. This is dedicated to two wheel vehicles and cycling. Some of the events held at the CAR Anadia are also intended to pay homage to the great Portuguese cyclists of the past.

Project results and impacts

According to studies by the *Câmara Municipal de Anadia*, the CAR Anadia is having a strong positive impact on the local and regional economy. It has become one of the best Velodromes in Europe. Since its opening in 2009, it has hosted numerous large sporting events every year, including the annual European Championship for sub 23 and Junior from 2011 to 2014. In 2014, over 300 runners participated representing 29 countries. This event, as well as others that have been held since its inauguration, have had a major impact on the local and regional economy, mainly in hotels and restaurants.

The construction of this infrastructure has improved the image and economic development of the area, contributes to social development by encouraging participation in sport and physical activity, social relationships and healthy lifestyle practices.

The organization of sporting and other events promotes the area through the media.

The construction of the National Velodrome in 2009, has enabled track cycling to be relaunched in Portugal. Although the sporting results will become more visible in the long term, it has begun to emerge in 2013. Rui Oliveira won the silver medal in the scratch discipline, in the Junior European Championship. In the same category of the World Championship, Ivo Oliveira, brother twin of Rui, was the third in the race.

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Portuguese track cycling aims to qualify for the 2016 Olympic Games and an increase in the international experience of the best Portuguese runners has been seen, as has an improvement in sport results in gymnastics.

Besides contributing to track cycling development in Portugal, the internationalization of the sport events in the National Velodrome helps to boost the economy of the bairradina region.

The new infrastructure has contributed to an increase the number of tourist and visitors, which translates into an increase in occupancy in hotels in the county and the region and increased visits to local and regional attractions (spas, museums, caves and cellars, parks, monuments, sport and cultural facilities ...) and to increased consumption in the catering sector, despite the increase in tax (VAT).

As regards the impact on business, the CAR Anadia has helped to increase consumption in the local market and boost the creation and development of enterprises and has contributed to a wider appreciation of local potential, particularly regarding hospitality, wines, hydrotherapy, gastronomy, two-wheelers and cultural heritage.

The project has also contributed to cohesion and cooperation through the following achievements:

- the involvement of different partners in the CAR management, with representatives of national, regional and local organizations, including universities, associations and organizations of the central and regional administrations, among others;
- the partnerships with associations and sports associations;
- the creation of a cycling club based in Anadia, which is already getting great results in national and international competitions;
- educational projects and leisure activities, such as "Cycling is going to school" or "Sports and Cultural Holidays", promoted by the municipality of Anadia; and
- the creation of the "InvestEmAnadia" (*Invest in Anadia*) and GAE – Entrepreneur's Support Office, which helps managing and enhancing the dynamics and synergies of the county, highlighting those offered by CAR Anadia.

Good practice features

The construction of the velodrome-CAR has a strong coherence with the major objectives of the Agenda for Territorial Enhancement of the National Strategic Reference Framework by its contribution to the competences and capacities of the territory and the strengthening of economic, social and territorial cohesion. It is one of the elements of the national High Performance Centres network set up by the central government for the development of elite sport in the country. The CAR's activities are held in coordination with those of the network infrastructures, which contributes to the promotion and enhancement of all of them, and strengthening the network complementarity factor.

Despite the specificity of the velodrome, the CAR is a multipurpose infrastructure which allows a wide range of events to take place: various sporting activities, coaching, training, tests, conferences, shows (music, theatre, dance ...), trade shows, business and industrial presentations, social events, etc.

The project has been highly effective with evident impact in terms of sporting results and boosting the local economy. Although it involves a county distant from Lisbon and Porto, the two main cities of Portugal, Anadia enjoys the benefits of its centrality, good access and its proximity to the coast and closeness to two major

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urban centres - Coimbra and Aveiro – and this has helped it to become economically competitive. The CAR has been able to attract a series of high level events of international standing and this has translated into an economic dynamism.

The involvement and support by the Municipality of Anadia is also noteworthy. Although the POVT have funded most of the project costs, the municipality made a big financial contribution, given its small budget. The maintenance of CAR is the responsibility of the Municipality of Anadia and the costs involved in the operation are high. Therefore the municipality has been making a continuous promotion of the CAR's potential in order to give it the greatest visibility and is thus increasingly getting more entities to conduct their events there and make it sustainable.

The project has also good potential for transferability.

Sources of further information

CAR Anadia - <http://www.cm-anadia.pt/index.php/2014-04-02-14-53-54/centro-de-alto-rendimento-de-anadia>

Contact details

Programa Operacional Valorização do Território (POVT)

<http://www.povt.qren.pt/>

Câmara Municipal de Anadia

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(+351 231 510 730)

<http://www.cm-anadia.pt/>

Other information

http://www.hms.civil.uminho.pt/events/coberturas_madeira/93_102.pdf

4.2 United Kingdom: EventScotland

Good Practice Case no. 11

Project Title & Number

EventScotland International Events (UK 12)

Theme:

Sport & Regional Strategy - General

Project identification:

The Scottish government has a strategy for developing a strong and dynamic events industry as part of its promotion of Scotland as a tourist destination and as 'the perfect stage' for events and festivals. In this the aim is that Scotland should be a global leader in the events industry.



This strategy aims to deliver a set of events and festivals that will have a sustainable impact on the industry and on the international profile of Scotland.

Within this, and working with Scottish Enterprise and Business Scotland, EventScotland is assisting SMEs supporting major events to internationalise, both in order to deliver events of the highest standard and to be able to offer goods, equipment and services for other events elsewhere in the world.

Sport and its effective management are integral to this strategy. Decisions on which events are to be supported in this way are still being made at the time of writing, but they will undoubtedly include sports events because of their tendency to attract attendance from an international community as well as from the domestic market and their scope to project a positive image of the country.

The selected events are expected to make a significant contribution to the development of the tourism economy and to be the centre of a broader strategy to use events as a lever for economic development and the internationalisation of Scottish businesses.

Reasons for citing this project

The case shows how sport can be a significant part of a progressive and systematic strategy that will leverage principally sport and cultural events to deliver significant economic development and the further internationalisation of the Scottish economy. The strategy aims to generate benefits for Scotland as a whole, but also directly for the communities that host events.

At the same time, the project illustrates the more complex relationships between related sectors that can characterise sport-related developments taking place in the current programming period within a smart specialisation strategy.

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Sports and physical activities

The range of sport and other activities that will be involved are still being determined, but will undoubtedly involve building on Scotland's strong portfolio of golf and other sporting events relating to badminton, judo and swimming to include a wider range of sports and activities.

Project main characteristics

Scotland's vision of a strong and dynamic events industry producing a portfolio of events and festivals that delivers sustainable impact and international profile was first launched in 2008 and, supported by extensive consultation and research, is now set out in a document entitled 'Scotland the Perfect Stage, Scotland's Events Strategy 2015-2025'. This in turn is a point of reference for Scotland's Operational Programme under the 'Investment for Growth and Jobs' Goal.



Scotland has significant assets as a location for staging events. It has a positive international image. Its landscapes are both diverse and unique and capable of much further exploitation, so that as well as the iconic locations for existing events, such as Gleneagles and St Andrew's, assets such as Scotland's extensive forests provide a platform for such activities as mountain biking, motorsports and orienteering events, while the road network is suitable for cycling and

running. The strategy aims to build on these assets, while providing authentic experiences that are unquestionably Scottish in their nature or association and thus to deliver high levels of satisfaction. In this it is appreciated that authentic experiences relate not only to the event subject itself but also the warmth of the reception, the food and drink provided, the efficiency and comfort of transport systems and accommodation, ticketing, and the value for money delivered. Quality planning and delivery are therefore at the heart of producing these experiences and this applies to both leisure and business visitors.

This 'authentic experiences' approach not only helps in the future promotion of events but is also key in enthusing future engagement and participation in sporting or cultural activities. Scotland already has a ready audience for these experiences both domestically and internationally that can boost tourism, business and the development of sport and culture simultaneously.

At the heart of this strategy are three aims:

- Securing, growing and sustaining a strong events portfolio in both events and festivals and business events
- Bringing the events industry together to create a thriving and unified sector
- Influencing the context in which events take place and making sure that their impact and legacy is maximised and recognised.

A portfolio approach is adopted over the term of this strategy, which allows for a variety of large and small, sport and culture, fixed, recurring and one-off events to be identified and supported, but with a focus on participation events in order to stimulate both physical and cultural activity.

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This ensures that over the whole portfolio over time a wide range of significant impacts can be delivered. The events portfolio is thus intended to provide:

- A core of events each year which are unique to Scotland and embedded in Scottish culture, covering sport, the arts and heritage and a wide range of business events
- High profile one-off and recurring events, including 'mega events', which complement the core portfolio and have been attracted to Scotland by its unique appeal as a destination and its international reputation as a country which delivers high quality events;
- Entertainment, opportunities, experiences and education for all the people of Scotland and for its visitors ensuring that impact and legacy are delivered on an ongoing basis.

These are also intended to deliver direct economic benefits, including as a result of encouraging and nurturing innovation and entrepreneurship. The aspects of the strategy supported by ERDF funding in particular complement developments under the overall strategy, especially by helping the events industry to develop its capabilities in relation to event production, marketing, project and financial management and to make innovative use of technology. In particular, the aim is to help develop the supply chain for the events industry and through specialised advice and tutoring (as part of an enhanced business support service) help the suppliers of goods, installations and equipment and also management services to internationalise their activity and develop exports. This both helps suppliers to adopt global standards of performance at home and to take advantage of international markets.

'Export Ready Events' are being developed which offer the whole package of ticket, accommodation, transport, food and drink and other activities all in an easy to access format, clearly distinguishing themselves from other events destinations and also removing potential barriers for target markets.



Important opportunities have also been identified in the use of digital innovation to enhance event experiences for spectators. It is anticipated that digital innovations will drive the biggest changes in how consumers behave over the next few years including how they find events, how information and tickets are distributed and how events are viewed remotely.

Within this context, EventScotland, along with Scottish Enterprise and Highlands and Islands Enterprise and Business Scotland, has been made a delivery agent for the 'assisting SMEs to Internationalise' theme. It is specifically intended that events previously operating at a regional or national level should be assisted to scale up their activities and appeal to an international audience.

More generally, in delivering the strategy VisitScotland works in partnership with a series of other specialist organisations - Scottish Enterprise and Highlands and Islands Enterprise, Creative Scotland, SportScotland and UK Sport, Local Authorities, Police Scotland and Transport Scotland. In fact a major effort is put into co-ordination between all the relevant agencies and public sector partners and with suppliers, organisers and facility owners. The approach is also aligned with the industry-led

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National Tourism Strategy.

Within this, SportScotland is the national agency for sport and its mission is to build a world class sporting system for everyone in Scotland. It is thus responsible for investing public funding in sport through its strategic partnerships with local authorities and Scottish Governing Bodies of Sport (SGBs). Sporting events can be an important part of sports plans and the investment made in the system for sport ensures that the structures are in place for sport to benefit from any profile and increased activity created by events.

Finally, it should be mentioned that measuring and reporting on the impacts of events is fundamental to the success of the strategy and are critical for future planning. Further reference to this aspect is made below, but at this stage it is important to emphasise that it is a major element in the whole strategy.

Programme details

The project is receiving ERDF funding under the 'Operational Programme under the 'Investment for Growth and Jobs' Goal (Scotland)', which identifies exporting and internationalisation as one of the areas that are key for the promotion of smart growth in Scotland.

Expenditure of £4.7m has been identified for International Events from 1st April 2015 - 31st December 2018, of which the ERDF contribution is £1.88 million.

The rationale for this aspect of the Programme includes the observation that only 13% of SMEs in Scotland were exporters in 2012, down from 16% in 2007. Barriers to exporting include lack of suitable product, lack of business planning around exporting or perceived barriers such as cost, time and identifying overseas customers.

The OP document goes on to state that there are 'particular opportunities for international and regional growth around the sectors identified through Smart Specialisation' - low carbon, life sciences, creative industries and food and drink, plus one additional sector highlighted in the government Economic Strategy, which is vital for rural areas in particular: tourism and heritage. To gain maximum results for growth and jobs, the aim was to focus on these sectors.

Consequently, under Thematic Objective 03 - Enhancing the competitiveness of small and medium-sized enterprises, a Specific Objective was supporting 'SME internationalisation as a route to growth and increasing employment, particularly in Smart Specialisation sectors...'.

In line with the national strategy, the events industry was seen as a promising target area for projects aiming to assist enterprises to internationalise.

This project is therefore an interesting illustration of how in the current period, sport-based actions can fit in with a more complex approach being developed under a smart specialisations strategy.

Nature of the contribution to economic and/or social development

The event strategy is based on a firm belief, supported by clear evidence from around the world, that events generate economic growth, international and domestic profile and a wide range of social and cultural benefits both through immediate impacts and the subsequent legacy or long term development.

The Events and Festivals sector is already a major contributor to the Scottish economy locally and internationally. Growth in this sector is expected to catalyse investment and revenue for a range of people associated with specific events. An event affects not only those immediately involved at the time. It gives them profile

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and provides a base for future activity and in the case of tourism presents the opportunity of repeat visits, but the impacts also extend into the supply chain, which is extensive and deep and which through the specific project under consideration is encouraged to take advantage of further opportunities both at home and abroad. Finally all events in this programme are expected to benefit the host community. Through their involvement as participants, local people find that events contribute to their local sporting and/or cultural life as well as strengthening the position of Scotland in these areas internationally. Accordingly, stimulating growth in the events sector stimulates the wider economy and develop Scottish prestige and prosperity for all those involved.

The impacts on tourism are an important element in the overall picture. International events generate high-value tourism, both in terms of the immediate spend of visitors, and in also affecting the capacity of suppliers and, because of the high quality standards expected, improving their capabilities. Furthermore, because events are staged in a variety of locations, organisers of the programme are able to spread the benefits over a wide area.

Management of the project and broader strategy ensures that the potential effects are maximised, All events supported through the International Funding Programme, for instance, must generate substantial economic benefits for Scotland through increased visits from tourists, spectators and participants, highlight Scotland as an events and tourism destination through high profile and international media coverage and enhance Scotland's opportunities to host further major events. Contributions to environmental sustainability are also expected.

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

5. *Promotion & encouraging inward investment*
6. *Creating employment in sport and physical activity*
7. *Impacts on related employment*
8. *Indirect impacts on employment*
9. *Business growth & other economic impacts*
12. *Linking sport actions with the development of tourism or CCIs*

Project outputs

Since the project has been launched as part of the current programming period, events are still being staged. However, the evaluation process in place means that a range of outputs will be monitored, from the number of people attending, number of volunteers, volunteer hours and the percentage of attendees from local authority area to over-night stays, net additional spend in the host economy, Gross Value Added, the impact on business turnover and the number of jobs created or sustained.

There is also monitoring of the numbers of businesses engaged with events and the value of contracts issued.

Project results and impacts

Similarly, it is not yet possible to assess the results and impacts generated, but a rigorous evaluation systems is being put in place, known as 'eventIMPACTS'. This was launched in 2010 and has proved itself to be a leading resource for the industry, putting in place consistent evaluation methods, measures and impact assessments that provide the authorities and the industry with the ability to model event outcomes

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and make better forecasts. This helps them to improve performance on a continuous basis.

Events will be evaluated individually and also in portfolios. Indicators have been developed in relation to various event impacts, including

- Net Additional spend in local authority area and Scotland
- Gross Value Added to Scottish economy
- Equivalent Jobs created / sustained.
- Number and value of contracts issued by event organisers
- Number of businesses engaged including Scottish and local breakdown.

There will also be measurement of brand recognition, identity and reputation and media coverage and profile against defined indicators and a need to consider sustainability criteria and wider employment and entrepreneurial impacts, including how events increase skills, provide direct and indirect employment opportunities, coincide with training strategies and contribute to the area where they are staged. All events in Scotland must also set targets for resource efficiency and thereby help preserve one of Scotland's key assets, its natural environment.

There will also be research conducted or supported to measure the effectiveness of event leveraging actions and to identify opportunities for improvement, such as through fostering business linkages, building the supply chain, generating or attracting new business. An emphasis will be placed on assessing the impact for Scottish and local businesses.

Finally, there will be research into long-term personal, social and cultural impacts of event attendance, participation and organisation and the effects on community cohesion and improved social lives for people in host communities, and the contributions to sustainability.

Progress with the strategy is reviewed annually.

Good practice features

The project is very much in line with national strategy and the objectives of the relevant Operational Programme. This strategy has been very well researched and consistently applied since 2008.

Though the impacts of this particular project are still to become evident, it will take place within a framework in which great attention has been paid to monitoring and formal evaluation and supporting the direction of developments with appropriate research.

The strategy and the specific project within it are clearly transferable and indeed elements of it are provided internationally on a commercial basis.

Sources of further information

<http://www.eventscotland.org/funding/international-programmes/>

Scotland the Perfect Stage; Scotland's Events Strategy 2015-2025

Operational Programme: <http://www.gov.scot/Resource/0046/00467309.pdf>

5 Sport & Urban Regeneration & Development

5.1 United Kingdom: Sportcity

Good Practice Case no. 12

Project Title & Number:

Sportcity Manchester (UK 3)

Theme:

Sport & Urban Regeneration & Development

Project identification:

The Sportcity Public Realm Project and related projects supported by ERDF funds contributed to a much larger regeneration programme, set out in the East Manchester Strategic Regeneration Framework, that over a decade has transformed a declining formerly industrial area of East Manchester in the North West of England into a vibrant urban landscape with the largest concentration of sporting venues in Europe. Sportcity (now known as the 'Etihad Campus') has been central to this transformation.



The ERDF contribution in the form of the Sportcity Public Realm Project and related projects helped develop the physical facilities, addressing industrial pollution, adding new facilities and improving spaces between major sport venues. It thus contributed to the overall cohesion and viability of the Sportcity concept and to tackling key rehabilitation issues.

The Public Realm project was led by Manchester City Council in conjunction with the Sportcity partners and ran from 01/01/2010 to 30/11/2012.

Reasons for citing this project

The Sportcity development in general is an excellent example of how Sport can play a major role in urban regeneration and the transition from an old industrial economy to a modern knowledge and skills-based economy, with all the implications of this for the creation of new enterprise, employment generation and social and environmental benefits.

The Sportcity development also illustrates the successful exploitation of the legacy of a major sport event.

Within this, the Public Realm and related projects show how public funds can complement private and mixed initiatives to generate synergies and momentum and how ERDF funding in particular can assist local initiatives by helping to provide a strategic dimension and adding to the regional and national impact of local initiatives.

Sports and physical activities

Sportcity provides facilities for football, cycling, tennis, squash and gymnastics, but also training, sport science and medical facilities and outreach to community sport and physical activities.

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Project main characteristics

Sportcity (now the 'Etihad Campus') is the largest concentration of sporting venues in Europe. Many of the key facilities were originally built for the 2002 Commonwealth Games on derelict land in a part of East Manchester that was one of the largest areas of economic, social and physical dereliction in the North of England. The subsequent development of these facilities now represents one of the world's most successful post-games legacy projects. Key to this was the adoption of the 48,000 seat City of Manchester Stadium as the home for Manchester City Football Club, but the area also features the National Squash Centre, the 6,500 seat Manchester Regional Arena, the Manchester Velodrome and the Tennis Centre as well as a state-of-the-art gymnasium.



The English Institute of Sport, which has its headquarters in the area, offers world-class training facilities, but also premises for research and sport science. In fact, the Institute is the UK's largest provider of sport science, medicine, technology and engineering services to elite sport, while also supporting many outreach and community projects.

Sportcity has played a significant part in the regeneration of East Manchester and has made a major contribution to the wider development strategy for the city, within which the strategic use of iconic buildings and sites as a lever for arresting decline and kick-starting regeneration has been marked with a number of notable success stories (note the impact of the Imperial War Museum North and the Lowry theatre and gallery complex in Salford to the west of the city). What is special about the Sportcity developments, however, is that it illustrates how sport can be the focus for this type of development.

It is true that with its football heritage, Manchester has had outstanding assets with a global reputation on which to build, but these advantages have been skilfully exploited by the city over a number of years. A recent study on the value of football to Greater Manchester² sets out some of the ramifications of this process.

The Public Realm Project

The project 'Sportcity Public Realm phase 1' involved the redevelopment of land surrounding the City of Manchester Stadium adjacent to the National Cycling Centre. A complex, programme of works prepared the land for the regeneration project that was expected to attract in the region of £1bn of additional funding.

Public-realm enhancements delivered a high-quality physical environment in the public-spaces adjacent to the National Cycling Centre and improved its connectivity to the surrounding area, specifically:

- a network of new pedestrian and cycle paths linking into existing and planned developments;
- a new footbridge on the south of the site and thoroughfare to a new Metrolink stop;
- multi-purpose public-spaces at key gateways to the north and south of the National Cycling Centre, including facilities for recreational use;
- better functioning car-parking, upgraded site access and signage; and boundary treatments, lighting and soft-landscaping.

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In this way the whole area was enhanced.

Programme details

ERDF support was provided under Priority 3 of the Northwest Competitiveness Operational Programme for the 2007-13 period – Creating the Conditions for Sustainable Growth.

Activities envisaged included 'Developing high quality sites and premises of regional importance' and 'Supporting the improvement of the region's visitor offer and image'. It was important that developments supported under this priority should be consistent with the overall promotion under the OP of a dynamic, sustainable and international economy based on 'knowledge, advanced technology and an excellent quality of life for all', but the intention was also to contribute to addressing industrial legacies and the development of brownfield sites

The Sportcity Public Realm Project received € 2,710,000 (£2,167,831) and a parallel URC NEM Sportcity Remediation and Site Servicing project had support of € 4,418,000 (£3,534,645). Both of these projects contributed to the developing momentum of Sportcity, while also addressing the health and environmental problems of an area that had seen intense industrial use, in places going back to the 16th century.

The project also anticipated developments supported under ESIF in the current period, especially through its contribution to urban development, enhancing elements of smart specialisation and facilitating innovation and the development of new businesses and the creation of employment. Above all, the integrated and consistent nature of the development of Sportcity over several programming periods around the sport theme provides a model for the current period.

Nature of the contribution to economic and/or social development

Manchester has a strong track record in leveraging its cultural and sporting assets to promote economic development and especially the regeneration of central areas of the city. It has a major asset in its world-famous football teams and has leveraged this along with other longstanding sporting traditions to make sport a key element in a broader strategy to make Manchester the centre of the developing 'Northern Powerhouse'.

The origins of Sportcity, however, were in an area characterised by extreme deprivation. East Manchester was very large (1,900 hectares). It had lost 60% of its employment between 1975-85. The housing market had collapsed. There were 20% vacancy levels and negative equity. It had poor infrastructure and environment with a fragile economic base - 52% claiming state benefit and 12% unemployment. It had a low skills base, high crime, poor health, poor community and retail facilities. From this very unpromising start earlier development had already had considerable success in turning the area around. The New East Manchester project initially aimed to increase the population of the area by 30,000, build 12,500 new homes and create over 10,000 new jobs in the area.

As well as creating world class sporting facilities and the economic activity directly associated with that, the developments also helped to attract considerable inward investment from around the world, including generating a major media cluster in Manchester with a very strong sport element. In addition football, in particular, plays a significant role in attracting tourism to Greater Manchester; the average occupancy rates of hotels on match days is 85% compared to 70% on non-match days and 114,000 international visitors to Manchester attended a game at Old Trafford in 2010, accounting for one in every eight international visitors to the city.

Good Practice Case no. 12

Furthermore, the on-going development of East Manchester has involved the building of educational facilities and of new homes and the revitalisation of the local community. Outreach programmes of the main local sport organisations have contributed to the important social dimension of the developments, including the promoting of health and well-being.

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

- 2. Improvement of the physical environment*
- 5. Promotion & encouraging inward investment*
- 10. Encouraging developments in sport technology and other innovation*
- 11. Systematic development of a broader sport-based strategy*

Project outputs

Sportcity is a venue for over 400 events each year and receives over 4,500,000 visits annually.

The public realm project achieved all its anticipated outputs, providing 2.53ha of improved public realm to support and knit together other major developments. This consisted of a network of new pedestrian and cycle paths, a new footbridge and thoroughfare, multi-purpose public-spaces at key gateways, including facilities for recreational use, better functioning car-parking, upgraded site access and signage; and boundary treatments, lighting and soft-landscaping.

The combined programme of works provided a setting that reflects and contributes to the high profile nature of the venues it now serves.

Project results and impacts

Over the longer term, Sportcity has enabled Manchester to stage 216 major sports events since 2002, with an economic value of £92m to the City and bringing inward investment of £37m.

The total investment since 2008 has been £300m and this has generated 250 new jobs.

More generally, football and related activities alone have been estimated to have contributed around £330 million in gross value added (GVA) and the equivalent of around 5,000 full-time jobs to the Manchester conurbation's economy in 2010/11².

Of course, it is virtually impossible to say what the specific impact of the Public Realm project was within the overall development, but in helping to deal with the problems of past industrial legacy, it made a critical contribution to the overall strategy.

Good practice features

Strong coherence with a key element (Priority 3) in the region's Operational Programme for 2007-13 - by contributing to the development of a high quality site and 'premises of regional importance' and supporting the improvement of the region's visitor offer and image.

Highly effective and efficiently delivered, with evident impact.

Highly sustainable.

Good transferability, in principle, though supporting the exploitation of virtually

Good Practice Case no. 12

unique sporting assets.

Sources of further information

1. Richard Evans et al. 'Interim Evaluation of New East Manchester' European Institute for Urban Affairs' Nov 2006
2. Cambridge Econometrics & the Sport Industry Research Centre at Sheffield Hallam University 'Analysing the value of football to Greater Manchester' April 2013

<http://sportcity-manchester.com/>

<https://en.wikipedia.org/wiki/Sportcity>

<http://www.east-manchester.com/>

Contact: Visitors Centre : <http://sportcity-manchester.com/visitor/>

5.2 Croatia: Tourism valorisation of the St. Anthony Channel in Šibenik- regeneration

Good Practice Case no. 13

Project Title & Number:

Tourism valorisation of the St. Anthony Channel in Šibenik (HR 3)

Theme:

Sport & Urban Regeneration & Development

Project identification:

The project has opened an old military site that had been closed to visitors for decades. The area was largely overgrown and inaccessible to tourists and local people. Now the area offers new social and economic prospects for the Krka river delta and the city of Šibenik. The project combines natural and cultural heritage conservation with recreation possibilities to make the area attractive to citizens and tourists. New use of the site was motivated through a coordinated action of the county, local community and public authorities but involved local businesses and local inhabitants as well which will provide an even better basis for a sustainable use of the site in the future.

Reasons for citing this project

Against traditional practice in the Balkans, this project offered a new, sustainable use of a major site and avoided conflict with potential investors who had identified the location as favourable for the development of large hotel facilities. It is therefore an example of spatial development beyond the city centre, facilitating walking and exercise by local inhabitants and tourists, while adding to the facilities of Šibenik-Knin County and the attractiveness of the area.

In addition, because the location was closed to visitors for a long time this helped fauna and flora to thrive and strengthened the Natura 2000 content of the site. This is now being used to encourage visitors to understand the preservation and sustainable management of such sites.

Besides this, the project is an example of good practice on the part of the Public Institution for the Management of Protected Natural Values of Šibenik-Knin County which is actively managing the Natura 2000 site by implementing project activities with the local community and users of the site. Through this approach, what would otherwise have been a major commercial investment project has become a social intervention that motivates locals and tourists to use the area but become aware of the possible impact and the necessity for conservation.

Sports and physical activities

- walking,
- hiking,
- running
- free climbing,
- swimming

Good Practice Case no. 13

Project main characteristics

The project improved public tourism infrastructure and the management system of a Natura 2000 site where selective forms of active and cultural tourism were introduced.

Since the area is in a perfect location and was closed to visitors for decades the opening of the site was of interest to several investors as a site for hotels and other tourist projects. The Public Institution for the Management of Protected Natural Values and the County, however, proposed rehabilitation of the location with improved public tourism infrastructure and an improvement of the management of the Natura 2000 site which will give local inhabitants and tourists a high quality location at the entrance of the Krka river delta. The site had a position where nature observation, a healthy environment, cultural heritage, sports and recreation could be developed as active forms of tourism (walking, hiking, running, cycling). These activities offered a different potential for the development of the city of Šibenik and the county, which opened a new dimensions to the quality of life in this area.

The project built infrastructure on the left bank of the St. Anthony Channel and developed several visitor's facilities to enable the sustainable use of the area.

The project also improved coordination between the institutional stakeholders in charge of the management of tourism and the protected areas and sites of natural and cultural heritage. The project also developed links with local businesses especially in the near surroundings of the protected area and this will generate benefits for local population in the future.

Programme details

The development strategy of the Šibenik-Knin County presents the St. Anthony Channel as one of the key natural and cultural assets of the region and supported the project under a set of measures planned for the 2011-2013 period. These measures related to the development of selective forms of tourism and the diversification of services and expansion of the tourism offer, sustainable development and management of protected areas and measures for the valorisation and revitalization of cultural and natural heritage. The project took place under the Regional Competitiveness Operational Programme 2007-2013 under priority axis 1: Improving the development potential of lagging-behind regions, measure 1.1: Business-related infrastructure. This promoted the development and improvement of public tourism-related infrastructure including infrastructure, capital investments and "soft" investments that improved service delivery and also the provision of support services designed to maximise the benefits of the investment. As the project was contributing to achievement of these objectives it received funding from the Regional Competitiveness Operational Programme 2007-2013 and the county budget. Under the new programming period post 2014 the new phases of the project are planned to be implemented as a priority project of Croatia under the decision of the Government of the Republic of Croatia. In the new phases the building of a visitors centre is planned with additional investments in the recreational facilities in the area and information and communication of the trails in the St. Anthony Channel with the St. Nicholas Fortress, caves and tunnel.

The project was implemented by the Public Institution for the Management of the Protected Natural Value of Šibenik-Knin County with two other partners – the Tourist board of the town of Šibenik and the regional development agency of Šibenik-Knin County.

Good Practice Case no. 13

The project value was 1,443,485.54 EUR while 999,999.51 EUR (69.76 %) were from EU funding and an additional 433,486.03 EUR (22.04 %) was financed from the Šibenik-Knin County budget. The project was also co-financed by the Public Institution for the Management of the Protected Natural Values of Šibenik-Knin County (5.19 %), the Šibenik Tourist Board (2.09 %) and the Regional Development Agency (0.92 %). The duration of the project was 18 months and it was implemented in 2015.

Nature of the contribution to economic and/or social development

The project results may be summarised as:

- The development of a functional recreational tourist facility for hikers and cyclists and improved access to cultural attractions on the left bank of the St Anthony Channel. This not only helps local inhabitants and offers them better living conditions and motivates them to adopt a healthier life but encourages tourism development that will impact on local economic development mostly through prolongation of the tourist season.
- Coordination of institutional tourism stakeholders, public institutions and the local business community in the implementation of the project, resulting in a better understanding of the potential of natural and cultural protected resources in tourism. This will help in future projects on the management of nature and cultural sites in the County and help create a better understand of the necessity for or sustainable use of these locations.
- The capacity of the Public Institution for the Management of Protected Natural Values to manage natural, protected areas and sustainable tourism development was enhanced. This will help in the development of the tourist offer in the county and help in communicating values to other partners.
- Links between the new tourism offer and economic actors in tourism were developed which resulted in a promotion plan for the protected sites in the County and the implementation of a promotional campaign that will contribute to economic development in the area.

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

- 2. Improvement of the physical environment*
- 3. Promoting sustainable transport*
- 4. Other measures reducing environmental impact*
- 6. Creating employment in sport and physical activity*

Project outputs

The left bank of the channel was largely overgrown and inaccessible to tourists and local people. Under the project a walking and cycling track of 4.789 m was built alongside the channel Sv. Ante with a wooden bridge of 150 m to give access to St Nicholas Fortress. Along the cycling track resting places and playgrounds were built. An area of 400 m² was cleaned and the old local berths were renovated to provide access to the area from the sea.

The area was equipped with necessary information, safety and entertainment equipment and solar powered lighting.

Good Practice Case no. 13

As a part of the project archaeological research on the church of St. Ante was done while a number of workshops were organized to develop a management plan for protected natural assets in Šibenik-Kinin County.

The project improved cooperation between institutions and entrepreneurs which resulted in a new promotional plan for the protected site in the County and new promotional materials.

Now with completion of the project and construction of the infrastructure, the site provides the citizens of Šibenik and visitors with the opportunity to spend quality time in the countryside and enjoy various outdoor activities. The area offers possibilities for:

- Individual and organised groups visits and sightseeing, school excursions
- Walking
- Recreational running, Nordic walking, orienteering
- Cycling
- Access to the sea, landing and sightseeing
- Visiting cultural sites (caves, tunnel, St Nicholas Fortress)
- Orienteering, cross, triathlon and competitions
- Sightseeing of mediterranean plants

Project results and impacts

The project area was as said to be closed to visitors for decades but after the opening of the St. Anthony Channel to visitors, the area is visited by 50,000 visitors from June to the end of August while in other months 200 people visits the area dally. According to monitoring (counting of visits in the tourist season and estimates developed by the nature protection ranger team) about 100,000 people visit the project site annually. Additional visits to the site will be generated from the 800,000 annual visitors to Krka national park while direct visits to the site will be encouraged from the boats passing the St. Anthony Channel when entering the Krka river delta (in summer 1,200 boats of different sizes pass the site dally).

This generates employment of 4 short term staff (summer season) for management of the site and helping visitors while the Public Institution for the Management of Protected Natural Values has 2 members of their permanent staff employed for the needs of the St. Anthony Channel.

The area offers a new and high quality venue for the education of children who are invited to participate as individuals and in organised group visits and also to school excursions.

In order to support the local economy the Public Institution for the Management of Protected Natural Values issued a concession to local businesses for 2 small resting places. These are being organized in the tourist season to offer soft drinks and refreshments. Only a small concession tax is being paid for the operation of the business at the site in order first to generate demand for the services and also to monitor reactions and the impact of the service on the site. In 2015 through these concessions 2 part time employment posts were generated for the seasonal work.

There are 3 small local marines and 3 local berth lots located at the opening of the St. Anthony Channel and these serve as spots for local transportation from the city of Šibenik to the site.

Good Practice Case no. 13

In the future these locations will be used to develop local transport lines which will generate additional employment in transportation and for the management of the site. St. Anthony Channel is an extraordinary natural phenomenon located at the entrance of Šibenik Bay (Krka river delta) where the waterway continues all the way to the Krka National Park. This offers a unique possibility to develop a local public transport route to connect the most interesting sites in the area by public transport.

The project has developed a new tourism product for the region, promoted through the promotion plan developed through public discussions. Several regional and local tourist operators and tourism associations are involved. The development adds to the prolonging of the tourism season in the region and helps in development of other destinations in the area.

The area offers the high quality site where health and wellbeing are a key messages and the project also paid attention to supporting equality especially in the accessibility of people with special needs.

The project developed a management structure for the site that will enable the authority to manage other sites in the County better. The management group is now situated under the Public Institution for the Management of Protected Natural Values but serves several other partners and projects.

The project developed selective forms of tourism and diversified tourism services and successfully developed the management of a protected area, valorised and revitalized the site. To this end the project successfully contributed to the implementation of the development strategy of Šibenik-Knin County 2011-2013. The project also contributed to realising an objective of the Regional Competitiveness Operational Programme 2007-2013 since public tourism-related infrastructure was developed in conjunction with soft investments leading to improved service delivery in the tourism sector.

Good practice features

The Public institution for the Management of Protected Nature Areas and the county implemented a project that was imaginative and sensitive to local needs and the needs of a modern tourism sector. It therefore not only delivered on a key part of the Regional Competitiveness Operational Programme, but also confirmed to best practice in modern tourism and environmental policy.

It also supported the active management of a Natura 2000 site, with good co-operation with the local community, local businesses and users of the site.

The project is also generating employment and is highly sustainable.

Sources of further information

<http://www.kanal-svetog-ante.com/?lang=en>

<http://www.strukturnifondovi.hr/turisticka-valorizacija-kanala-sv-ante-u-sibeniku>

http://www.kanal-svetog-ante.com/datoteke/dokumenti/ID_BROSURA_TVKSAS.pdf

<http://www.sibenik-tourism.hr/en/st-anthony-s-channel>

<https://hr-hr.facebook.com/SetnicaUKanaluSvAnte>

For additional information contact Public institution for the management of the nature protected areas Šibenik-Knin County <http://www.zasticenapodrucja.com/en/> or zastitapriode@zpv-sibenik.hr

5.3 Finland: Mikkeli cycling and walking help

Good Practice Case no. 14
<p>Project Title & Number</p> <p>Cycling and walking: The plan to increase the competitiveness of the centre of Mikkeli cycling and walking help (FI 7)</p>
<p>Theme:</p> <p>Sport & Urban Regeneration & Development</p>
<p>Project identification</p> <p>The Mikkeli city centre walking and cycling project is currently under way and is a feasibility study led by the City of Mikkeli Town Planning department, which ultimately aims to restructure the road transport system in central Mikkeli to favour environmentally friendly modes of transport over car journeys. The idea of improving the cycling/walking infrastructure originally came from local citizens and is an example of social innovation. It has been a growing issue of discussion in Mikkeli for some time. The way the town is built makes it difficult to cycle and walk.</p> <p>The aim of the project is for the city authorities to understand how to best promote walking and cycling in the city centre in Mikkeli, both in the short and longer term, and what socioeconomic impacts increased walking and cycling might have on the city.</p> <p>The goal is to encourage the local population to replace car journeys with either walking or cycling trips, in particular the inner city population – more than 70% of the population live within 5km of the city centre, but they still tend to use the car, even for shorter journeys.</p> <p>Practically, the project will eventually build cycling and walking lanes which prioritise i) pedestrians, ii) cyclists, iii) cars. If the project is implemented in full (pending an impact assessment and further funding), cars will not be used in the inner city but there will be a ring road for road traffic.</p>
<p>Reasons for citing this project</p> <p>The Mikkeli city centre walking and cycling project has been selected as a case study as it combines a clear health-focused objective of improving opportunities for physical activities, with a strong emphasis on the environment and sustainable transport, sustainable urban development and with the potential for supporting economic regeneration in the city centre through changed transport habits.</p>
<p>Sports and physical activities</p> <ul style="list-style-type: none"> • Cycling • Jogging/Running • Walking
<p>Project main characteristics</p> <p>Programming period: 2014-2020</p> <p>Operational Programme: Southern Finland</p> <p>Structural Funds involved: ERDF</p>

Good Practice Case no. 14

Lead Partner: City of Mikkeli

Budget: EUR 109,800

EU Budget: EUR 76,860

Other contributions: covered by the City of Mikkeli

Duration: 2015-2016

Programme details

The Mikkeli city centre walking and cycling project is classified as an environmental project. It is funded under the ERDF 2014-2020 programme period under Priority: 2. Production and utilization of the latest knowledge and expertise / Specific objective: 3.2 The development of renewable energy and energy-efficient solutions.

The project idea initially came from the local population (through discussions in the local paper, events etc.), and is an interesting example of social innovation. However the project objectives align well with regional policies on climate change and the environment.

Equally, the project has potential to create impact both economically (by encouraging the local population to spend more time in the city centre) and socially (by encouraging cycling and walking through appropriate infrastructure).

Nature of the contribution to economic and/or social development

As indicated above, if this feasibility stage project succeeds in implementing new cycling/walking infrastructure, it has the potential to contribute to social, economic as well as sustainable development:

- *Social development:* the project has as a direct goal to increase cycling and walking in the city centre and surrounding areas at the expense of car journeys. It is therefore directly relevant to the promotion of health and well-being in the region. Similarly, the project may also ultimately promote active ageing and a healthy workforce, should cycling and walking become more prevalent in the city.
- *Economic development:* the project team in Mikkeli is currently researching possible economic impacts of the increased use of walking/cycling on a city centre. For example, studies done in other cities indicate that pedestrians and cyclists spend more time and money in town centres as compared to car users (car users spend more money per visit but visit less often). Pedestrians and cyclists are more prone to visit shops, cafes and restaurants. Recently in the Finnish city Tampere, the city authorities closed down the main shopping street to car users and the city experienced an increase in sales of 20%.¹⁹
- *Sustainable development:* fewer car journeys within the town centre and surrounding areas would improve the local air quality and the city environment. Increased use of sustainable modes of transport is also aligned with international and national climate change related policies.

¹⁹ Interview with the City of Mikkeli

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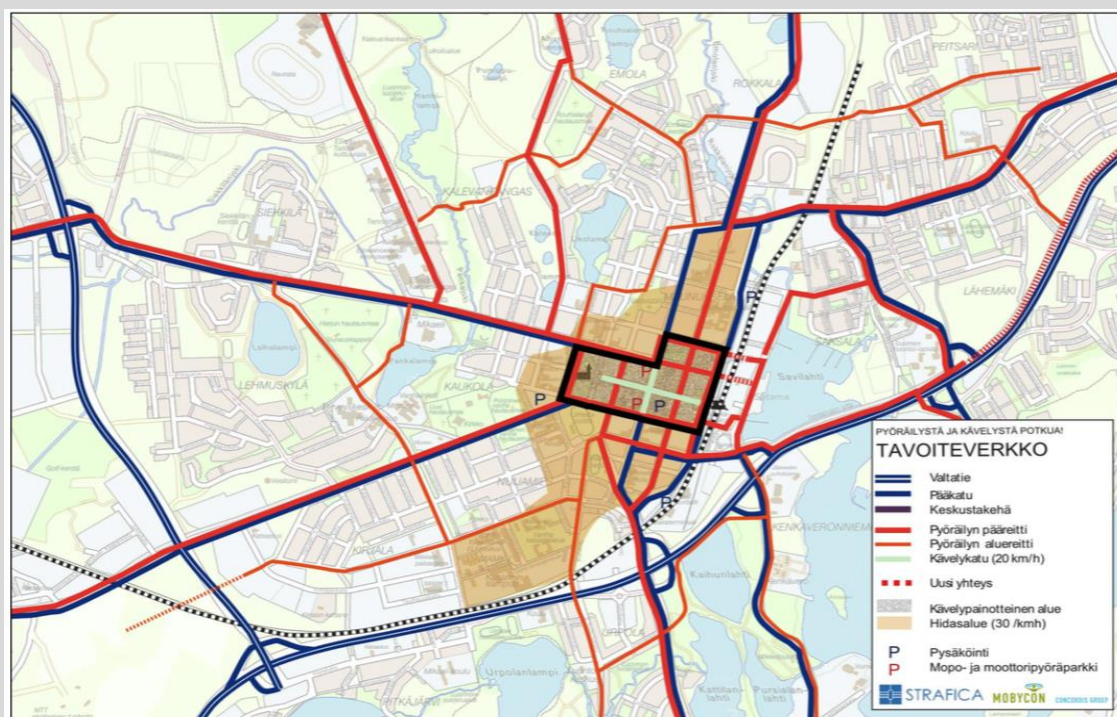
Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

2. *Improvement of the physical environment*
3. *Promoting sustainable transport*
4. *Other measures reducing environmental impact*
9. *Business growth & other economic impacts*
15. *Social engagement*
17. *Addressing health and other societal challenges and contributing to happiness & well-being*

Project outputs

The City Planning and Transport team in Mikkeli initially contacted a consultant firm to help design a concrete proposal for rebuilding the existing road network in the town centre. A map of the extent of the proposal can be seen in the Figure below:



Source: *Kävelystä ja pyöräilystä potkua Mikkelin kulmille!*

Since the design, the proposal has been presented and discussed through a range of channels. The ERDF funding has been used to support many of these:

- The City of Mikkeli has put together a Steering Group to oversee the project and to provide input from the local communities. The Group includes various local groups, including shopkeepers, sport associations, walking/cycling groups, sport-related businesses (e.g. cycle shops) and policymakers.
- The City has undertaken a public consultation, which received around 100 responses. The consultation was organised in order to help gauge the opinions of the general public, shopkeepers and others. The response rate was much higher

Good Practice Case no. 14

than previous consultations undertaken by the town (a 'normal' response would be around 30).

- The City of Mikkeli has also organised local events with the help of an events company to discuss the project and proposed plans. These have gathered local policymakers, hobby groups like cyclists, sport groups, the municipal office, traffic and city planners, schools managers, and businesses like cycling shops. The events have outlined the economic benefits in encouraging pedestrians and cyclists, especially as many shopkeepers in the town centre initially expressed doubts about the plans. It has therefore been important for the city to present evidence to get local businesses on-board and equally to understand their concerns and needs. Overall, the events organised have been well attended and the proposal has gained a lot in popularity among the public.

The images below show how part of the plans have been illustrated for the local population (Top image – current view; Bottom image – proposed changes):



Source: Kävelystä ja pyöräilystä potkua Mikkelin kulmille!

Project results and impacts

This project is being funded in the current programming period. Because of its nature as a feasibility project, there are limitations on the extent to which we can comment on the results and longer-term impacts.

The planning stage (current project) is due to come to an end 30 April 2016. Mikkeli town has begun to prepare for continued action. The City anticipates organising further events and campaigns. The Steering Group recruited will continue to support Mikkeli Town Planning department and to oversee the next stage of the project.

The City of Mikkeli is currently developing an impact assessment of the plans which will cement the policy options available, and is also applying for funding from the Finnish government.

The Mikkeli Town Planning department is preparing to undertake piloting exercises in 2016-2017, e.g. in the summer of 2016 the main city road will be pedestrianized for four months. This and other similar exercises will be followed up by further consultations to gauge the local population's reaction.

Good Practice Case no. 14

Good practice features

The project is very much in line with the objectives of the Operational Programme and broader policy objectives such as the promotion of healthy living through the Sport Work Plan.

The project team in Mikkeli considers the transferability of this project to be high. They underline a number of key points to bear in mind:

- Infrastructural projects and town planning initiatives take time to implement. It has been important to maintain continuity and commitment among the project leaders to keep up the momentum. The Steering Group made up of local actors has been important and has provided input from a range of interests.
- Mikkeli Town has put substantial resources into reaching out and discussing the plans with the local population. It is imperative that any designs for new infrastructure reflect the needs of the local population.

Sources of further information

Web sites

<https://www.eura2014.fi/rrtiepa/projekti.php?projektikoodi=A70547>

Contact details

Eveliina Könttä, Mikkeli Town

eveliina.kontta@mikkeli.fi

6 Sport & Rural Development

6.1 Spain: Riudecanyes Adventure

Good Practice Case no. 15

Project Title & Number

Riudecanyes Adventure (ES 3)

Theme:

Sport & Rural Development

Project identification:

The Riudecanyes lake is located in a rural area in the Province of Tarragona (Catalonia region). Its surroundings have both cultural and landscape components, that are suited to sport and recreational activities.

The project is focused on the creation of new sports natural park and ran from 01/2014 to 07/2015.



The location is very close to the 'Costa Dorada', a very important tourist area.

Riudecanyes has a green and mountainous landscape, in the pre-coastal mountain chain.

The project was led and managed by the Riudecanyes Adventure Association, a local not for profit organisation composed of the Municipality of Riudecanyes, the Municipality of Duesaigües, the community of 'Regantes del Pantano de Riudecanyes' and the Sport Council of Baix Camp. More recently, the Municipality of Argentera also joined the Association.

Reasons for citing this project

The project is a very good example of how sport can play an important role in rural development and regeneration. The project was completed only last July, but has shown very promising results in terms of the number of users and environmental impacts.

The project promotes the use of the reservoir and its surroundings, by organising sport activities and promoting awareness and respect for the environment.

With regard to this last point, the project includes an educational aspect, aiming to enhance the natural, cultural and heritage values and identity of the area (mainly through educational projects related to the history of the zone).

The inauguration of Riudecanyes Adventure, on 24 July 2015, achieved considerable visibility through various mass-media outlets (e.g. television, newspapers, radio stations, webpages etc.). It is worth noting that last October 2015, a Dutch television chain recorded a programme about adventure sports in the Riudecanyes facilities.

Good Practice Case no. 15

Sports and physical activities

Canoeing
Kayaking
Water-ski
Nordic walking
Running
MTB
Paddle Surf
Climbing



Project main characteristics

The strategy of the 'Consorti Leader Priorat - Baix Camp' is based on two main aspects, fully integrated within the regional strategy of Catalonia: the appreciation of local products (particularly wine and oil) and the promotion of natural resources.

With regard to nature and the environment the focus is on:

- 1) The promotion of the existing rural heritage
- 2) Fostering rural sustainable tourism

In this context, it has been decided to support sustainable tourism through different sport activities that allow a direct and sustainable contact to the environment, such as hiking, climbing and biking.



Riudecanyes Adventure has agreements with various sports clubs, associations and companies in the area to promote active tourism and further activities for the next season (such as hiking, mountain bike routes and horseback riding).

The project also includes two educational programmes for students, focused on the promotion of awareness and respect for the environment and the enhancement of the cultural heritage and the identity of the territory. (specific educational material has been produced).

Programme details

The project ran from 01/2014 to 07/2015.

EARDF support was provided for this project under the Rural Development Programme (2007- 2013), under Axis 4 'LEADER', Measure – 'Conservation and upgrading of the rural heritage'.

The main features of the project were as follows:

Programming period: 2007-2013

Operational Programme: PDR Catalonia (Axis 4)

Structural Funds involved: EARDF

Lead Partner: Riudecanyes Adventure Association

Good Practice Case no. 15

Budget: 110,729,81 €

EU Budget: 88,583,85 €

Other contributions: 22,145,86 €

Duration: 2014-2015

Thanks to its relevant linkages with rural regeneration, the project anticipated developments supported under ESIF in the current period. Various elements of the project correspond to the thematic objectives number 3 ('Enhancing the competitiveness of SMEs, of the agricultural sector (for the EAFRD)') and number 6 ('Preserving and protecting the environment and promoting resource efficiency') of the Common Provisions Regulation (CPR).

Nature of the contribution to economic and/or social development

The project supported the development of a rural area in the Province of Tarragona, answering the need for new sustainable growth (avoiding over-exploitation and widespread growth). It mainly contributed to social and economic development, in terms of job creations, tourism promotion and obtaining new resources to improve the surroundings.

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

- 2. Improvement of the physical environment*
- 4. Other measures reducing environmental impact*
- 6. Creating employment in sport and physical activity*
- 12. Linking sport actions with the development of tourism or CCIs*
- 15. Social engagement*

Project outputs

Riudecanyes Adventure opened on 24 July 2015.

The park offers the opportunity to practice various water activities on its lake (canoeing, kayaking, pedal boats, paddle surf) with all the necessary security measures. It is possible to rent 14 individual kayaks, pairs or trios; 10 tables and 6 scooters. In addition to that, visitors can hire monitoring and professional trainers.

A guide including a complete description of the various paths and excursions is currently in preparation. The Association has recently adopted new measures to attract foreign tourists, such as the translation of the website into different languages and the implementation of programme to make bookings on-line and POS terminals (the operations are expected to begin by March 2016).

Project results and impacts

In the period from 24 July 2015 to 30 September 2015, a total of 1,121 persons visited Riudecanyes Adventure. Taking into account the unfavourable weather of the month of September, this figure is very positive.

The most common profile of tourists is:

- Family (under 40 years old) with one or two children;
- Young couples less than 30 years old;

Good Practice Case no. 15

- Groups of young people (around 20 years old).

With regard to the origin of the visitors, the 80% are Catalanian and the 20% are tourists of the 'Costa Dorada'.

The project generated 3 new job positions, with an increase in this number forecast during the next summer season.

Finally, the inhabitants of the area considered that the project was very positive and an important development opportunity (source: informal survey and meetings).

Good practice features

Various elements of the project correspond to the objectives of the current programming period 2014-2020.

Highly effective and efficiently delivered, with evident impact.

Highly sustainable.

Good transferability: a similar approach could be adopted elsewhere. The project does not include any dependence on specific circumstances, nor legal or funding barriers.

Sources of further information

Consorci Leader Priorat – Baix Camp

Dr. Ferran 8, 43202 Reus

Tel. 0034 977 327 155

<http://www.baixcamp.cat/>

Riudecanyes Adventure Association

43771 Riudecanyes, Tarragona

<http://riudecanyesaventura.cat/>

DG Rural Development

Departament d'Agricultura, Ramaderia, Pesca i Alimentació.

Gran Via de les Corts Catalanes, 612-614 | 08007 Barcelona | Telf. 93 304 67 68 | Fax. 93 304 67 03

<http://www.agricultura.gencat.cat>

6.2 France: Around Mont Blanc, Autour du mont blanc

Good Practice Case no. 16

Project Title & Number

Around Mont Blanc - Autour du mont blanc (FR 13)

Theme:

Sport & Rural Development

Project identification:

The Espace Mont-Blanc started in 1991, as a celebration of the bicentenary of the first ascent of Mont Blanc.



From 2007, the Trans boundary Integrated Plan, known as the PIT, supported by the European funding programme for France-Italy cooperation (INTERREG-ALCOTRA), implemented a series of concrete actions including the project "Autour du Mont Blanc".

This project covered a vast cross-border area (France-Italy-Switzerland). It was led by the association of municipalities « Pays du Mont-Blanc » (Alpes-France), who aimed to boost and revitalize a rural area through a diversification of the sport activities (especially hiking) offered in the summer time.

In addition, the project brings together, within the institutional framework of Espace Mont Blanc, all those involved in hiking, providing operational and promotional coordination for all the activities related to this sport, including social tourism and soft mobility.

Reasons for citing this project

This cross-border project aimed to boost and revitalize a rural area through an extension of the tourism season based on a diversification of sport activities (hiking) offered in the summer time. It is part of a major green tourism strategy built around Mont Blanc and could be replicated in similar mountain areas. The outcomes of the project are visible, successful and sustainable, with a clear positive impact on local businesses monitored by a website and various IT tools (including a common online booking system) established during the implementation phase 2012/2015.

Sports and physical activities

The main activities for the summer time in a mountain area are: Hiking, Walking.

Project main characteristics

The project aimed to bring together, within the institutional framework of the Espace Mont Blanc, all those involved in hiking, providing operational and promotional coordination for all activities related to this sport, including social tourism and soft mobility.

Good Practice Case no. 16

The project aimed:

- To revitalize summer hiking activity;
- To create a diversified tourism offer;

The activities implemented were the following:

- Starting and coordination of « RandoMontBlanc » - a cross-border network bringing together the partners and the actors in this field : <http://www.autourdumontblanc.com/amb/index.cfm/randonnees-pour-tous-autour-du-mont-blanc.html>
- Setting up a new web-portal on hiking around the Mont Blanc and other IT tools, including interactive maps: <http://www.autourdumontblanc.com> and an on-line booking system www.montourdumontblanc.com, the core part of the strategy
- Developing themed routes and targeting specific population groups (people with handicaps, families, experts)
- Promotion of hiking events around Mont Blanc

The IT tools, launched in 2012, are fully operational and showed a continuous increase in users between 2012 and 2015 (see figures and analysis below).

Programme details

ERDF support was provided under INTERREG IV ALCOTRA Programme 2007-13, Alpes Latines Cross Border Cooperation France-Italy (Alpes) - Measure 1.3 Tourism.

The INTERREG IV ALCOTRA Programme 2007-13 contained 4 main priorities: (1) development and innovation, (2) protection and management of the territory, (3) quality of life and (4) technical assistance, animation and communication. The project was supported within the priority number one, which was subdivided into three parts, including measure 1.3, tourism. The specific objectives of measure 1.3 were to encourage the diversification of the seasonal tourism offer, develop a balanced management of the territories covered by the programme and finally to stimulate synergies between the various actors in the sector of tourism.

The activities of the project "Around Mont Blanc" corresponded precisely to multiple objectives and typology of actions foreseen by measure 3.1, notably joint initiatives aiming to promote and diversify the leisure and sport offers (action 5 of the measure 3.1), to implement common and integrated networks of information and services across the territories covered (action 8 of the measure 3.1), and finally to set up and organise the vast network of huts within the ALCOTRA area (action 9 of the measure 3.1).

For the current period 2014/2020, the programme ALCOTRA V includes the following priorities: (1) innovation, (2) environment, (3) attractiveness of the territory and (4) fight against exclusion. It should be emphasised that there is again a strong emphasis on sustainable tourism, due to the particularities of the regions covered.

The project "Around Mont Blanc" covered the region of Aosta (Italie), Haute-Savoie (France) and Switzerland.

The following partners were part of the project :

Leader :

Syndicat mixte Pays du Mont-Blanc (France)

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Partners :

City of Saint-Gervais (France)

City of Courmayeur (Italy)

City of Morgex (Italy)

Fondazione Montagna sicura (Italy)

Associazione Sport per tutti (Italy)

Associazione s.c.s. Mens&Corpore (Italy)

Association En passant par la montagne-+

Etat du Valais (Switzerland)



The list of partners.

The ERDF contribution was 1,110,085 EUR, matched by the following amounts from national sources, France: 344,458 EUR, Italy 420,602 EUR Switzerland 122,000 EUR.

Nature of the contribution to economic and/or social development

Extending the tourism season is one of the core objectives of many tourism strategies, since it helps to create a virtuous cycle, increasing annual revenue, bringing in more stable employment opportunities, encouraging investment in training and helping to raise standards and improve quality. In this instance there are environmental considerations, since implementing the project over a large area helps to spread the load over a greater number of locations and reduces environmental impact. At the same time developing tourism routes leads to widely spread economic benefits as hikers (in this case) make use of local shops and facilities. Lastly encouraging exercise has health benefits, in this case spread across a range of population groups.

More specifically:

Tourism: From the user/hiker point of view, the "Around Mont-Blanc" project made alpine hut booking a lot easier and made the region more attractive and accessible to potential tourists, with a complete on-line offer, accessible in various languages, including detailed maps and themed routes.

Social Aspects:

- Owners and employees of the huts saw their working conditions improve thanks to the saving of time through the online booking system.
- Many mountain professionals use the www.cartorandomontblanc.com website also created within the project, on a regular daily basis to set up itineraries for their customers.

Boosting and Revitalizing a Rural Area: this overall objective of the project has been reached, considering the sustainability of the project after several years of implementation (see figures on the website montourdumontblanc.com).

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Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

- 2. *Improvement of the physical environment, revitalization of rural areas*
- 8. *Indirect impact on employment*
- 11. *Systematic development of a broader sport-based strategy*
- 12. *Linking sport actions with the development of tourism or CCIs*

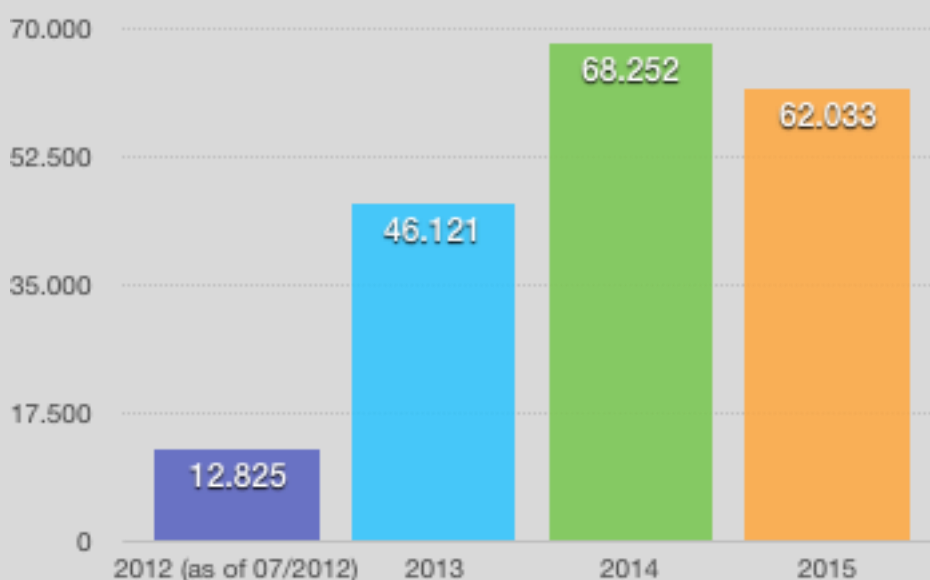
Project outputs

- Specific outputs were the creation of a series of routes and a set of IT tools: General website Autour du Mont blanc (available in French, Italian, English, German, Spanish and Russian) : <http://www.autourdumontblanc.com>
- Interactive map : www.carterandomontblanc.com
- On-line booking: www.montourdumontblanc.com

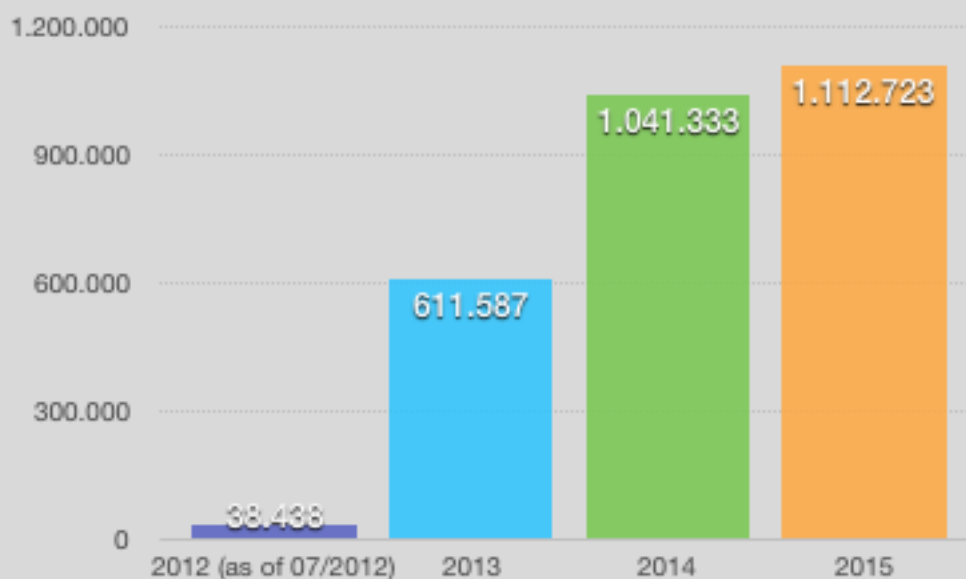
Project results and impacts

Following the implementation of the website "www.montourdumontblanc.com", in July 2012, booking rates and the turnover of the 51 mountain huts along the path "Tour du Mont-Blanc" rose dramatically.

Evolution of the number of single users 2012-2015 -
Website « montourdumontblanc.com »



In 2015, for the most recent data gathered, the top 6 nationalities are France (42 % of the traffic), USA (25%), UK (4%), Italy (4%), Spain (5%), Germany (2%). During the year, the peak number of connections are made in Spring and Summer time (July, August).

Good Practice Case no. 16**2012/2015 : Evolution of the annual sales generated by the Website « montourdumontblanc.com » (in EUR)**

The evolution of the annual sales generated by the website follow the evolution of the on-line traffic from nearly 40 000 EUR in 2012 (the website was launched in July 2012) to 1.1 million EUR in 2015. This figure includes central booking reservation of huts.

From the user/hiker point of view, the Autour du Mont-Blanc project made alpine hut booking a lot easier: all huts on the trail can now be booked at the same time. Therefore the attendance of the Trail Around Mont-Blanc rose as new hikers from all over the world could find convenient and reliable information on the various websites created by the project.

Owners and employees of the huts saw their working conditions improve thanks to the saving of time delivered by the online booking system.

Many mountain professionals use the www.cartorandomontblanc.com website also created within the project, on a regular daily basis to set up itineraries for their customers. This site can also help any hiker to find new trails or summit he or she may wish to explore as well as valuable information on huts, shelters, elevation, etc.

Good practice features

Conformity with good practice in sustainable tourism development. Excellent coherence between the project achievements and the objectives of the European Structural & Investment Funds (economic growth based on tourism and the development of summer outdoor activities, green tourism, job creation, social conditions of people working in the sector)

Highly successful and sustainable (see results during the period 2012/2015)

Highly duplicable, in comparable rural areas

This project shows how the rationalisation of a cross-border strategy (common on-line booking website for example), whose objective was to boost tourism and economic development around outdoor activities, brought unexpected results in terms of the increase in productivity and the improvement of working conditions of employees and owners of huts. The implementation of the project has shown successful results since 2012 and can be worth considering for rural (mountain)

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areas aiming to boost their local economy on the basis of outdoor activity, linking together all the actors of the sector (public authorities, sport associations, owners of huts).

Sources of further information

Website Tour du Mont-Blanc www.autourdumontblanc.com

Website Espace Mont blanc : <http://www.espace-mont-blanc.com>

Interactive map : www.carterandomontblanc.com

On-line booking www.montourdumontblanc.com

Video My Tour du Mont Blanc - The historic Tour du Mont Blanc: pioneers of the trail runners who roam its paths today, while passing through on transboundary educational trips : <http://www.espace-mont-blanc.com/en/videos/my-tour-du-mont-blanc>

Video about « Espace Mont Blanc » describing the project « Autour du Mont Blanc » :

<https://youtu.be/m7RcYt0oA14>

Communauté de communes Pays du Mont-Blanc (formerly called Syndicat Mixte Pays du Mont Blanc)

<http://www.espace-mont-blanc.com/>

<http://www.ccpmb.fr>

Espace Mont-Blanc - Secrétariat General

info@espace-mont-blanc.com

7 Integration with Tourism Strategy

7.1 Slovenia/Italy/Croatia: Bike Route of Friendship and Health – Porečanka

Good Practice Case no. 17

Project Title & Number:

Bike Route of Friendship and Health – Porečanka (SI 2)

Theme:

Sport & Rural Development

Project identification:

The Parenzana project is a unique trilateral project based on a long tradition of cooperation between several regional and local partners. The project is using a former railway line running for 120 km from Trieste in Italy to Poreč in Croatia to create a cycling route and so to promote active tourism, recreation and friendship among peoples and countries. The project is using an historic asset to promote rural development and this has resulted in many spin-off activities alongside the route, generating income for local inhabitants and creating a unique tourist attraction for the region.

Reasons for citing this project

The project connected three major locations along the North Adriatic coast, including Trieste, Koper and Istra with route for non-motorised traffic (bikes, walking, roller-skating). The route then became a regional connecting line for smaller bike and walking trails being developed in urban areas and villages. The project has therefore resulted in a classic a tourism route generating a series of subsidiary activities, but making use of physical activities as the linking factor. It thus illustrates an important aspect of modern tourism diversification and shows how the destination management process can be facilitated. At the same time it shows how urban development processes can be applied over a wider geographical area.

Sports and physical activities

- cycling,
- walking,
- running,
- roller-skating.

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Project main characteristics



The Parenzana train line was started in 1876 when the idea for the building railway was first advertised. The line operated till 1935 when the line was closed.

The overall project "Parenzana – the Route of Health and Friendship" started back in the 90's when the Slovenian city of Koper and the Italian city of Trieste started cooperation to develop a recreational route based on the old line route from Trieste to Poreč in Croatia (Parenzo in Italian).

The first actions were financed under the Phare Programme CBC Italy/Slovenia while later in 2006 the project intensified with the first and more substantial financing under INTERREG IIIA SLO-HU-CRO / CARDS 2004. The project was later successfully financed from the Operational Programme for CBC Slovenia/Croatia

2007-2013 and on the Slovenian side from the Cohesion fund when the funding was approved through the national roads directorate of the Republic of Slovenia.

The project is located in Istra and ranges from Trieste in Italy to Poreč in Croatia covering a large area along the 120 km recreational route. Several partners were involved in the implementation of the project - the cities Koper and Trieste (as the initiators of the project back in the 90's) and the County of Istra (as a key partner in Croatia). Several other partners were involved in the project: the municipalities of Piran, Izola (in Slovenia) and the City of Buje and the Municipality Motovun (from Croatia). An important role was also assigned to the Bike club MTB Istra from Pazin. In total the project received more than 1.7 million EUR of funding from the EU, national and local funds.

The general objective of the project was to develop a recreation and health infrastructure along the North Adriatic coast connecting heritage, recreation and tourism with the villages and small towns to give them a new development perspective. In general, the objectives of the project were to develop tourism through cross-border tourism products, based on the revitalized railway route which would enrich of the tourist offer with new cultural and sports facilities. This is why the area of Istra and the project itself is positioned as a cultural and sports destination. This encourages the development of local private initiatives and is promoting healthy living and recreation. The project was focused on renovating the route itself to be able to be used for bike and walking while rest areas, replicas of milestones and signalization were developed to facilitate the activities. Bike guides and bike rangers in combination with promotion activities were used to promote the location and the product.

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The route is also an integral part of the national bike system of Slovenia and of regional bike routes in Istra in Croatia. Some parts of the project also became part of the city planning and recreational management in municipalities. Today the City of Koper and municipalities of Piran and Izola are developing their traffic plans under a strong influence from the Parenzana route. Some parts of the route are so heavily used that measures for traffic management and safety are necessary. The city of Koper has also developed an integrated recreational infrastructure development strategy to keep up with the pressure on recreation in its part of the

project while several additional investments are undertaken each year to motivate further development of the project.

In terms of national and EU policies the project supports national actions in nature, cultural heritage and environmental protection and is promoting an efficient use of resources. The project promotes social integration especially of the inhabitants in villages and small towns and is an action combatting poverty and discrimination. The project is in line with regional development strategies, supporting local actors in their business development and promoting employment opportunities. This is crucial for the quality of life.

Besides this, the project strengthens sustainable entrepreneurship and the patterns of production, consumption and spatial organization of Istra. It is for instance promoting innovative marine and maritime growth – the "blue economy", integration of the region (transport and energy) - linking the sea and the coastal zone and the hinterland, preserving, protecting and improving the quality of the environment and protecting its biodiversity.

Specifically for Koper the project supports the Sustainable Urban Strategy for the City of Koper that is promoting high-quality spatial conditions to live and work in, by promoting the revitalization of the historic city centre and a Green City system and Smart City actions.

Programme details

Since the project has a long history of implementation, several partners have been involved in the implementation of the project activities.

The first bigger actions were financed under the Programme Phare CBC Italy/Slovenia 2000-2006 when the project received some 70.000 EUR for bridge renovation. After this, the project received 153.126 EUR from the INTERREG IIIA Slovenia/Hungary/Croatia and from CARDS 2004. From the Operational Programme CBC Slovenia/Croatia 2007-2013 two related projects received 1.122.833,46 EUR, while in the same period there was also 286.964,00 EUR from the ERDF funds from the Operational Programme of Environmental and Transport Infrastructure Development for the period 2007-2013 of the Republic of Slovenia. Some additional funds were invested by the City of Koper for some smaller projects along the Parenzana route.

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On the Slovenian side the latest investments were implemented by the National Roads Administration of the Ministry of infrastructure since the project became a part of the national bike network.

On the Croatian side the main implementing institution is the County of Istra which is in charge of projects and the implementation of activities under the project.

The project is also in line with the EU macro-regional strategy for the Danube Region and the EU Strategy for the Adriatic-Ionian macro-region and the EU Strategy for the Alpine macro-region since it is promoting sustainable mobility,

attractive tourist and cultural destinations, lower environmental risks, biodiversity and ensuring competitiveness and institutional strengthening.

Nature of the contribution to economic and/or social development

The project is located in the North Adriatic region of Istra and located on the territory of Italy, Slovenia and Croatia. The area is known for the cities of Trieste and Koper (both large North Adriatic ports) and the Istra peninsula, which is a very strong tourism region mainly located in Croatia. The area is formed of smaller towns and villages and has good historic cross border ties among people living in this area. Most of the area is important for nature and culture heritage conservation and rural and agriculture development which apart from industry in larger cities the main form of economic activity in this area.

The project formed a regional connecting transport line between the major cities in the region giving smaller trail networks (in villages and towns) a connection to a major route.

The part of the route in Slovenia is paved. Because of this the route in Slovenia is used daily for work commuting and for recreation. This part of the route is widely used in all months of the year while use in summer is even higher. The catchment area of this part of the route is almost all of the region and the whole of Slovenia since people come for daily recreation to the coast and the route is also widely used by tourists in hotels and other facilities.

The Croatian part of the Parenzana route is mostly a tar macadam route which offers recreational and sports possibilities but is not for daily transport. This part of the route and some parts of the route on the Slovenian side is thus focused on tourists mostly and contributes to the development of rural tourism, especially by offering the potential for further tourism offers along the route.

Since Istra as a whole is focused on tourism this project offers a promotional and marketing tool for the whole area. The project helped to profile the region and its products helping them to become well known by tourists.

The project helped very much to develop small local business in accommodation, local food and products, restaurants. Several local businesses were developed over the years while the project also helped in defining the opportunities for coastal tourism. The project was the milestone in developing the overall tourism strategy moving away from sun and sea to promote areas beyond the coast giving an opportunity to villages and small towns. This was recognised by the municipalities, local inhabitants and businesses engaged in the project activities and helps in developing employment possibilities in the whole area of Istra. New job

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opportunities are seen in tourism services (accommodation, restaurants, domestic products, shops, souvenirs). Some smaller towns (Grožnjan cultural town, Motovun film festival town and others) positioned along the route used the opportunity and connected to the Parenzana route to build the value of their local products.

The route is positioned as a heritage, recreation, tourism and health project. Several associations especially in Slovenia are using the route for their daily recreation activities and are promoting good health habits along the route.

The route passes several Natura 2000 sites (Sečovelje slatworks, Škocijanski zatok pond and so on). These sites are all managed by other organizations but form an integral part of the Parenzana project. The route is thus built on nature and culture and heritage conservation practices (e.g. macadam roads in parks and near them not asphalt ones). Besides this the promotion of the Parenzana project also promotes these locations and develops knowledge of nature protection.

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

2. Improvement of the physical environment

3. Promoting sustainable transport

11. Systematic development of a broader sport-based strategy

17. Addressing health and other societal challenges and contributing to happiness & well-being

Project outputs

At the beginning infrastructure works were implemented in order to build the route together with support facilities along the route (building of rest areas etc.); route signalization was developed (replicas of old border milestones, multilingual signalization) and solar lighting was developed in tunnels.

Bike guides were trained in order to help users in parts of the route where tourist guiding is of interest. Bike rangers were trained to help in the management of the route in combination with information points and to help tourists and visitors along the route.

For the promotion of the Parenzana multimedia museum Parenzana in Livade was opened, promotional materials were developed and distributed while Cross-border bike races and several other events are being organized to popularise biking and the Parenzana route. The website of the project was developed with documentary video, bike maps and leaflets were issued to help visitors locate the sites of interest and to motivate them to use the route. The project was presented at the Eurobike fair and other fairs over several years.

After the first phase of the Parenzana project was finished, the new phases of the project were focused on building and renovating the sites of interest along the route. Under this, the former school in Triban was renovated and accommodation sites for cyclists and tourists were opened. This helps in developing the overall tourist product of the region and helps in building local opportunities for development.

In terms of the management of the route, Foundation Parenzana was established under the administrative department of Istra County which is responsible for necessary regulations for safety and the use of the route.

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Project results and impacts

The project is now using the full former 120 km train line infrastructure connecting Italy, Slovenia and Croatia. The route is being used by daily commuters for recreation and tourism. There are only partial monitoring data available for the use of the Parenzana but based on available data around 500 non-motorised users are using Parenzana daily in the non-tourist season months while this rises to a few thousands daily in summer and spring in Slovenia.

On the basis of estimates of the Tourist destination management company of Istria, it can be said that annually 300.000 visitors are using the facilities created by the project in Croatia. The number of users is constantly growing and some parts of the route have been improved and widened to accommodate the increased number of users. This mostly goes for the Slovene part of the route located in the vicinity of Koper and Izola. Tourism monitoring polls implemented by the tourist destination management company of Istria implemented last year show that 70% of all people interviewed have heard of the Parenzana route before they came to the area, 50% of those interviewed used facilities of the project less than a month previously while all of them knew that the route is developed for biking and walking. All those interviewed also knew that the project was financed by EU funds.

The Parenzana project helped to profile the Istra region and its offer as the North Adriatic region of heritage, recreation and health. This partially helps Istra in achieving the highest numbers of tourists among regions in the whole of Croatia (in 2015 there was 23,600 million overnight stays in Istra and 3,500 incoming tourists which is 8,72% more than in 2014) and the second best results among the regions in Slovenia after Ljubljana, the national capital.

Several local businesses were developed over the years while the project also helped in defining the opportunities for development beyond coastal tourism. The project was a major milestone in developing the overall tourism strategy taking it beyond sun and sea to exploitation of the areas behind the coast and giving an opportunity to villages and small towns. This was recognised by the municipalities, local inhabitants and businesses that engaged in the project activities. These developments also helped create employment possibilities in the whole area of Istra. New job opportunities have been seen especially in tourism services (accommodation, restaurants, domestic products, shops, souvenirs).

Because the route passes several Natura 2000 sites, the project also offered an educational and promotional effect for schools in these areas and for the route itself.

Good practice features

The project is an excellent example of cross-border co-operation in a joint development project involving three countries. It is thus very much in line with INTERREG objectives, but also those relating to extended urban development and modern tourism policy.

The project was very well connected locally and implemented in co-operation with municipalities and with good communication with local inhabitants and points of interests along the line. This helped create a very lively interaction and allowed villages and towns to be connected with bigger cities and tourist destinations. At the same time, it encouraged spin-off developments.

The project was implemented effectively and has provided an infrastructure that can act as the basis for many more developments. It was thus highly sustainable.

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The project also encouraged positive environmental developments, helping to spread the tourism load and encouraging local residents and tourists to use sustainable modes of transport such as walking and cycling, to reduce road traffic and related emissions.

Sources of further information

<https://en.wikipedia.org/wiki/Parenzana>

http://www.koper.si/index.php?id=7435&item=2001845&page=znamenitostiatrakcije_single

<http://www.parenzana.net/en>

http://www.istria-bike.com/en/information/parenzana_route

<https://www.youtube.com/watch?v=h8Vcrj23eYs>

<http://www.bikemap.net/en/route/946039-porecankaparenzana-buje-vizinada-buje/>

<http://www.eu-skladi.si/kohezija-do-2013/za-medije/novice-in-sporocila-za-javnost/aktualne-novice-o-evropskih-skladih/evropska-sredstva-za-kolesarsko-povezavo-pot-prijateljstva-in-zdravja-poreanka#c1=News%20Item&c1=novica>

<http://www.eu-skladi.si/aktualno/e-novice/e-novice-avgust-2015.pdf>

7.2 Germany: On the tracks of the old 'Sugar Train'

Good Practice Case no. 18
Project Title & Number On the tracks of the old 'Sugartrain' - Auf der Spur der alten Zuckerbahn (DE 3)
Theme: Sport & Rural Development
Project identification: <p>The project is located on the border between the regions of Saxony-Anhalt and Thuringia In Germany.</p> <p>The project was developed by the Association for cycling and hiking paths on former rail tracks (Rad- und Wanderweg auf der stillgelegten Bahntrasse Zeitz-Camburg e.V.), a partnership of municipalities located along the rail tracks.</p> <p>Applying for ERDF support in 2007, the project successfully saw the transformation of a former rail track (established in 1872 for the transport of sugar and coal, and not in use since 1999) into a cycling and hiking path for the benefit of cyclists, hikers and tourists. After a detailed feasibility study, the municipalities along the rail tracks bought the land from the German railway operator 'Deutsche Bahn'. The rail tracks were then removed and a biking and hiking path was established, with a total length of, initially, some 20 km, allowing enhanced access to the region's cultural and natural heritage.</p>
Reasons for citing this project <p>In the programming period 2007-2013, the ERDF supported several similar interventions under nearly all regional Operational Programmes in Germany. The project was selected as a good practice case because of the professional execution and continuation of activities beyond the end of ERDF support (expansion of the biking routes throughout the years 2009 to 2015).</p>
Sports and physical activities Recreational biking and hiking.
Project main characteristics <p>The project was developed in several stages:</p> <ol style="list-style-type: none">1) Application for ERDF support (2007)2) Establishment of an association for the promotion of the project, including nearly all the local authorities bordering the rail tracks (2008)3) Feasibility study4) Completion of negotiations with the former owner of the rail tracks, i.e. the German rail operator 'Deutsche Bahn' (2009)5) Re-organisation of the ownership of the rail tracks to comply with the requirements for applying for funding (2010)6) Completion of the first 22 km track of the biking route between the villages of Zeitz and Osterfeld (May 2013)7) Completion of additional tracks between the villages of Osterfeld and Utenbach (August 2013)

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8) Completion of additional tracks between the villages of Seidewitz and Schkölen, allowing access to the neighbouring region of Thuringia (2015)

9) The final completion (extension up to the village of Camburg) is planned for 2017

Programme details

Operational Programme ERDF Saxony-Anhalt – 2007-2013.

The Operational Programme notes the region's potential for economic development via the improvement of tourism infrastructure, specifically noting biking and hiking. Within the Operational Programme this is organised under Priority Axis 5 'Environment and Risk Prevention' with planned ERDF investments of EUR 7.1 million). It is worth noting that the current Operational Programme (2014-2020) is also supporting the further development of biking and hiking routes.

The budget was EUR 2 million, with the ERDF contributing EUR 1.5 million.

Under the current European Structural and Investment Funds, the project would contribute to the following thematic objectives: 6. Preserving and protecting the environment and promoting resource efficiency, and 7. Promoting sustainable transport and removing bottlenecks in key network infrastructures

Nature of the contribution to economic and/or social development

The project is set in the context of wider regional economic and tourism development efforts in one of Germany's regions benefiting from substantial ERDF support. It applies good practice in tourism development in that cycling and walking routes have been seen to generate broadly based economic advantages over a wide area, through the increased access to local shops and businesses and visitor facilities. Providing access to the region's important cultural and natural heritage, the focus is on enhancing the region's attractiveness vis-à-vis local tourists, but also tourists from neighbouring regions in Germany, thus creating opportunities for local operators to establish / enhance tourism offers (accommodation, gastronomy etc.).

The encouragement of exercise accessible to a broad base in the populations also has health benefits.

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

2. Improvement of the physical environment

12. Linking sport actions with the development of tourism or CCIs

Project outputs

Establishment of 22 km of rail tracks (paths are between two and three metres wide).

Project results and impacts

Access to local culture and nature heritage;

Establishing infrastructure to connect existing, and well used cycle paths along the rivers Saale and Elster;

First evidence of local economic development related to the new infrastructure in the form of enhanced private sector tourism infrastructure, e.g. in 2013 a 'bed & breakfast' was opened, with a plan for eight new holiday apartments, bike sheds and a bike repairing facility. Related costs are co-financed under the Leader

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programme.

The new biking path is well connected to other well established biking paths (the 403 km 'Saaleradweg' the 250 km 'Elster-Radweg'), which allows it to benefit from a joint tourism promotion effort (<http://www.saale-unstrut-tourismus.de/>) covering not just Saxony-Anhalt but also neighbouring regions (Saxony, Thuringia).

Good practice features

Conformity with tourism development good practice. Systematic project preparation including a detailed feasibility study; Attention to involving a relevant local stakeholders (local authorities and local tourism promoters); Integration into the wider tourism offer in the region, e.g. linkages to well established biking paths. The project could easily be replicated elsewhere.

Sources of further information

Förderverein Radweg auf der stillgelegten Bahntrasse Zeitz-Camburg e.V.

Zeitzer Straße 15

06722 Droyßig

info@radweg-zeitz-camburg.de

www.radweg-zeitz-camburg.de

7.3 Denmark: Experience Economy in and around Vadehavet

Good Practice Case no. 19

Project Title & Number

Experience Economy in and around Vadehavet (Oplevelsesøkonomi i og omkring Nationalpark Vadehavet or 'Vadehavsprojektet') – (DK 6)

Theme:

Sport & Rural Development

Project identification:

The project aimed to develop the tourism and experience economy of the South-West of Jutland with a view to boosting the local economy and its businesses. The project was led by the Development Forum of South-West Jutland (SVUF) in collaboration with five local municipalities: Esbjerg, Fanø, Tønder, Varde and Vejen, their tourism departments and tourism/experience related businesses, totalling some 45 partners in all.

The project was based on the application of the principles of destination management and the mutual reinforcement of elements within the experience economy and it aimed to develop a joint strategy for the whole Destination. It envisaged the creation of a large number of attractions, tourist experiences and activities linked to the region's nature, arts scene, maritime environment and gastronomy, including a series of sports and physical activities in the area and along the sandy beaches of 'Vadehavet' (the southern part of the west coast of Denmark).

Reasons for citing this project

The project illustrates how sport can be a key component in the development of a modern co-ordinated tourism strategy, responding to the demands of the Experience economy. It therefore provides a good example of how a sport development strategy can be closely allied with a broader strategy bringing in other related sectors (notably tourism and the cultural and creative sector).

The project was clearly well aligned with the priority of the Operational Programme, as applied in South Denmark that focused on the development of the Experience Economy, among other priorities.

Sports and physical activities

As part of the project's many and varied activities, the following sports activities have been particularly promoted: cycling, wind sports (beach sailing & kite flying), angling, sea kayaking, running.

Project main characteristics

The overall objective of this project was to create a Tourism Destination building on the National Park called 'Nationalpark Vadehavet' in the coastal area of South-West Jutland. The park's area cuts across municipality borders and encompasses a large variety of attractions. The plan was to promote the whole area as a joint destination and to develop an Experience Economy by improving the infrastructure, creating new and innovative products and concepts and providing support to the local tourism businesses in order to help them be able to meet the latest customer expectations.

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The overall aim was an increase in tourist numbers and in the length of their stay and an extension of the tourist season, with a view to creating growth and increased revenue for the sector and to creating new businesses and jobs.

The first step of the project was a major analysis of the strengths and weaknesses of the area as a Destination carried out in 2009 by some 40 representatives of tourism organisations, municipalities and businesses in the local tourism and experience economy. This resulted in the development of a joint Tourism and Experience Strategy for the whole area. The project focused on 4 different themes or pillars: the area's **Nature**, its **Arts** scene, the **Maritime** angle and the **Gourmet** side. 6 separate sub-projects were formulated which touched upon these themes in different ways (see below).

A total of some 60 large or smaller-scale activities were organised. The **project activities directly related to sport and outdoor pursuits** were mainly organised under the maritime theme and they consisted of the following main activities:

- West Coast Explorer 2012 - a run in which 120 people took part (<https://www.facebook.com/WCX.DK>)
- Organisation of a tour package combining cycling with train journeys and island hopping
- Development of a website for cycle tourists in Danish www.cykelsafari.com/ and German www.cykelsafari.com/kontakt
- 27 routes for sea kayak tours were described and mapped out: <http://sydvestjylland.com/da/oplevel/aktiv/kajakroer/>
- Development of a concept for a multi-purpose activity centre to be the centerpiece of beach activities based on the wind, such as kite flying, beach sailing, etc.
- Elaboration of a brochure, a website and a facebook page to promote angling/fishing (www.vildmedlaks.dk)
- Plans to create an eco-tourism concept 'Powered by Cycling' which also included kayak trips.

Another cross-cutting pillar, **Innotour**, was set up to provide the organisational structure for the network and partnerships. This also involved a joint digital communication strategy and tools for the use of individual businesses. A portal was created www.vadehavsprojektet.dk (no longer active) which joined the many different activities together and functioned as a showcase of the Destination to the outside world.

The project had clear links with the Region's Business Development Strategy, which among other things aimed to create an Experience Economy, as explained below under 'Programme details'.

Programme details

The project ran for a 3-year period, having been launched in November 2009 and finalised at the end of 2012.

It received funding from the Danish 2007-2013 Operational Programme 'Innovation & Knowledge' (ERDF) as a response to the specific regional priorities developed by the Region of South Denmark in its Business Development Strategy.

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The project had a total budget of Dkr 21 million (€2.8 million) of which half (€1.4 million) was funded through the ERDF (Danish Operational Programme 2007-2013).

In order to maximise the impact of the relatively limited Structural Funds resources available to Denmark, a decision had been taken to integrate the Structural Funds instruments into the wider Danish Globalisation Strategy. The overall focus of the Strategy was to help boost Danish competitiveness and employment through the development of innovation, entrepreneurship and the information society and each of the five Danish Regions were allowed to adapt the national priorities to respond to their own socio-economic climate in a regional Business Development Strategy. These local strategies in turn formed the basis for project applications under the Structural Funds Operational Programme.

The Strategy for the Region of South Denmark listed the following priorities:

- Cluster Development
- The Experience Economy
- A Healthy Life
- Human Resource Development
- Research, Innovation and New Technologies
- Entrepreneurship.

The current project is clearly in line with the second priority of the Strategy.

The Region had expressed a clear goal of measuring effectiveness in the implementation of its Strategy through the use of an indicator system with specific targets for the key sectors expected to be involved in fulfilling the above priorities. For the sectors linked to the experience economy the targets were: 30% growth in value added within the tourism sector; 20% growth in the number of enterprises within design, image and branding; an additional 20% of the Region's businesses to experience growth as a result of increased use of design.

The Region is known to have an active role in the development of Structural Fund projects and it is estimated that around 75% of the projects that receive funding have been developed in collaboration with the Region's Growth Forum.

Nature of the contribution to economic and/or social development

The project has left a clear mark across the whole of South-West Jutland - on its economy, its environment and socially. In addition, project activities also had a positive impact on culture and ecology.

The University of South Denmark cooperated closely with the project managers and ensured the use of the latest knowledge in the field which in turn led to a strengthening of competences and innovation and ultimately led to increased economic growth and job creation. In particular, several infrastructure projects achieved profile and funds to go ahead thus creating jobs in the region.

The project allowed for concepts relating to the experience economy to be tried out and strengthened, and many of these activities have since been taken on board and are being continued by the partners.

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Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

- 7. *Impacts on related employment*
- 9. *Business growth & other economic impacts*
- 12. *Linking sport actions with the development of tourism or CCIs*

Project outputs

The project consisted of a number of sub-projects and one cross-cutting strategic pillar and project activities centred around the following main areas:

- *Plans and Strategies for South-West Jutland*. Overall goal: to set a direction for the work of developing the tourism and experience economy sector in the area
- *Extending the attractions of South-West Jutland*. Overall goal: to contribute to creating new attractions in South-West Jutland with a significant pull-factor
- Sub-projects relating to the 4 main themes.

A total of some 60 large or smaller-scale activities were organised as part of these activities. The project activities directly related to sport and outdoor pursuits under the maritime theme delivered the planned activities, included the West Coast Explorer 2012 run in which 120 people took part (<https://www.facebook.com/WCX.DK>), organisation of a tour package combining cycling with train and island hopping, development of a website for cycle tourists in Danish www.cykelsafari.com and German www.cykelsafari.com/kontakt, 27 routes for sea kayak tours described and mapped: <http://sydvestjylland.com/da/oplevel/aktiv/kajakroer/>, development of a concept for a multi-purpose activity centre to be the centerpiece of beach activities based on the wind, a brochure, a website and a facebook page to promote angling/fishing (www.vildmedlaks.dk), an eco-tourism concept 'Powered by Cycling' which also included kayak trips.

Project results and impacts

During the course of the project a large range of activities were initiated with a particular focus on the further development of about 500 enterprises in the tourism and experience economy in Esbjerg, Tønder, Varde and Vejen municipalities. Through its activities the project has left clear marks across the whole of South-West Jutland – both in terms of its economy, its environment and socially.

For many of the businesses that form part of the experience economy in and around the National Part of 'Vadehavet', the increased level of collaboration that has come about from having developed a common name 'Destination South-West Jutland' has been a valuable result in itself, and a result that will bear fruit in the future. The businesses have got to know each other across municipal borders, they have seen the value of collaboration and of 'thinking big' – thinking in terms of a joint 'Destination South-West Jutland'.

As a follow-up to the analysis of strengths and weaknesses that was carried out at the outset, a similar exercise was repeated in 2011 and it showed that the collaboration around 'Destination South-West Jutland' had already seen a marked positive development.

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Good practice features

Systematic development of Experience economy features in line with the objectives of the Operational Programme as applied in South Denmark. The project was systematically planned and implemented, integrating sport and related activities into a broader Experience Strategy.

Application of the principles of Destination Management in line with best practice in the tourism sector.

The project was planned to have sustainable effects. The planning and management procedures are easily transferable.

Sources of further information

Sydvestjysk Udviklingsforum (SVUF)

Website : www.vadehavsprojektet.dk (no longer active)

Final promotion report (brochure) showcasing the entire project and its various sub-projects: https://issuu.com/svuf/docs/vadehavsprojektet_rapport_2013/7

Project proposal: <http://www.svuf.dk/filer/2.%20Delprojekter%20-%20Oplevelses%20%C3%B8konomi%20-%20September%202008.pdf>

8 Integration with Cultural & Creative Industries

8.1 United Kingdom: National Football Museum

Good Practice Case no. 20

Project Title & Number

National Football Museum (UK 2)

Theme:

Integration with Cultural & Creative Industries

Project identification

In July 2012 a National Football Museum opened in Manchester with support from the Heritage Lottery Fund, Manchester City Council and ERDF.



Manchester has had a successful track record in promoting the cultural economy and using museums and cultural facilities as key assets in the city's development. In line with this tradition, the National Football Museum has made an important contribution to the Millennium Quarter of the city, attracting visitors that may not otherwise visit museums and adding significantly to sport tourism in the city.

The museum has exceeded expectations in terms of the numbers visiting and in meeting its social and economic objectives.

Reasons for citing this project

This project illustrates that sport can make a useful contribution to the development of the cultural and creative economy, in this case by adding a visitor attraction to the regional tourism offer and one that is attractive to groups beyond the usual range of visitors to museums.

The Football Museum also reinforces Manchester's image as a football city, an asset that is of considerable value to the city and a key element in the development of a modern experience economy.

Sports and physical activities

Football is the focus of the museum's collection.

Project main characteristics

After the closure of a national football museum located in Preston in 2010, Manchester City Council agreed to support a new museum in Manchester which opened in July 2012.

The Museum exists to explain how and why football has become 'the people's game', a key part of England's heritage and way of life.

It houses a collection of over 140,000 boots, balls, programmes, paintings, postcards and ceramics (including the prestigious FIFA collection) and offers a series of interactive experiences, such as penalty shooting, and a changing programme of temporary exhibitions, linking football to topics as diverse as fashion, history, art and World War 1. The museum will also provide a permanent home for the

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nationally-recognised Hall of Fame, with new legends being inducted in a prestigious awards ceremony every year.

The museum has become part of Manchester's very active use of museums and the cultural economy as part of its urban development strategy. It is complemented by the Manchester United Museum and both museums are in the top 10 visitor attractions of the city.

The National Football Museum has contributed to the development of display technology and interactive software. In addition, through its particular focus on those sections of the community that do not usually visit museums and galleries and its learning and community programmes, the Museum has a significant educational and social role.

Greater Manchester has assisted the process of packaging the off-field tourist opportunities of the clubs, including the museum, and the promotion of football tourism to new audiences around the world. It is important that the football experience is enhanced for these visitors as part of a destination management strategy and the National Football Museum is a significant part of that process.

Programme details

ERDF support was provided under Priority 3 of the Northwest Competitiveness Operational Programme for the 2007-13 period – Creating the Conditions for Sustainable Growth.

Activities envisaged under this priority included 'Developing high quality sites and premises of regional importance' and 'Supporting the improvement of the region's visitor offer and image'. These developments were intended to contribute to the overall promotion under the OP of a dynamic, sustainable and international economy based on 'knowledge, advanced technology and an excellent quality of life for all'.

The ERDF project formally ran from 07/02/2011 to 30/09/2013. Support of €4.75 million (£3.8 million) was provided by ERDF and there was support of € 11.6 million (£9.3 million) from the Heritage Lottery Fund. On-going financial support is received from Manchester City Council - in the order of £ 2 million per year.

The fact that the Museum's development took place within a more general strategy for the development of the region, exploiting its major assets, pre-figured elements of smart specialisation that feature in the use of the European Structural and Investment Funds in the current period.

Nature of the contribution to economic and/or social development

The relocation of the NFM to Manchester was intended to help promote the Millennium Quarter of the city as a cultural tourist destination, bringing increased visitor spend to the surrounding retail and leisure outlets, as well as providing a prestigious location for business and marketing events.

The study 'Analysing the value of football to Greater Manchester'¹ has estimated that football-related activities, including football clubs and businesses whose market depends on football, contributed around £330 million in gross value added (GVA) to the Manchester conurbation's economy in 2010/11 - considerably more than in other cities where comparable estimates have been made.

Furthermore, football supports 8,500 jobs in the urban conurbation, and while a significant proportion of these are only part time, the study says that this is estimated to be equivalent to around 5,000 full-time jobs.

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This considerable economic impact stems from the activities of the professional clubs and the range of associated commercial activities that are related to sport, including the manufacture and retailing of sporting equipment, the provision of hotel facilities for visiting fans, media services and other commercial services which serve the football sector as part of their operations, local government activities such as the provision of sports facilities and other support from the local public sector organisations (local government), and the activities of the 700 amateur clubs in Greater Manchester (voluntary sector).

The National Football Museum offers an additional dimension to this activity, encouraging some football visitors to extend their visit by offering non-matchday football locations. Football tourism not only attracts visitors who would not otherwise have come, but also attracts higher-spending visitors (estimated to be 33% higher) and increasingly business visitors, including as a result of the high-quality conference facilities available at the football stadiums in Greater Manchester.

Business visitors tend to spend around three times the amount that the average leisure tourist spends, as well as helping to raise the profile of Manchester in the international business world.

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

- 2. *Improvement of the physical environment*
- 6. *Impacts on related employment*
- 11. *Systematic development of a broader sport-based strategy*
- 12. *Linking sport actions with the development of tourism or CCIs*

Project outputs

The project achieved its targets in terms of the number of jobs created and safeguarded as well as the sqm of upgraded workspace.

The museum was expected to attract over 350,000 visitors per year, but there were 100,000 visitors in the first six weeks of operation and over 1 million visitors in just over two years.

The National Football Museum was shortlisted for European Museum of the Year in 2015

Already in 2010, 114,000 international visitors to Manchester attended a game at Old Trafford. This accounted for one in every eight international visitors to the city. The Museum is expected to add to this effect.

Project results and impacts

The project assisted greatly in delivering on a number of Greater Manchester strategic priorities such as Sustainable Economic Development, Building Manchester's Identity/Sense of Place, the Healthy Living & Healthy Child Agenda via the sports link and crucially, to the region's ambitious Tourism Agenda. The project also impacted on Manchester's ability to deliver to its Cultural Strategy objectives.

Good practice features

The project has been a significant contribution to an already successful and highly coherent regional strategy of developing the city's cultural and sport economy. It provides a good example of the interaction between sport and the cultural sector.

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The development has been highly effective in drawing visitors to the Museum and the city more generally, exceeding expectations.

There are clear possibilities of transferring the practice although creating direct copies of the practice is only possible to a limited extent in each country.

Sources of further information

<http://www.nationalfootballmuseum.com/>

https://en.wikipedia.org/wiki/National_Football_Museum

Cambridge Econometrics & the Sport Industry Research Centre at Sheffield Hallam University 'Analysing the value of football to Greater Manchester' April 2013

9 Training of Sport Staff – Direct Skills Development

9.1 Netherlands: InnoSportLab Sailing

Good Practice Case no. 21

Project Title & Number

InnoSportLab Sailing (NL 4)

Theme:

Training of Sport Staff – Direct Skills Development



Project identification:

InnoSportLab in The Hague brings sailing, business and knowledge together. The lab started at the end of 2010 at the International Centre for Sailing in Scheveningen. InnoSportLabs were established to develop and test new sport-related products, systems, facilities and services. Sailing is the latest sport to be addressed. The aim (from NOC*NSF) is to have a substantial presence in the top 10 of the Olympic medal table, but is concentrating on improving the products and processes to support

this improvement in performance. There are five other labs established in the Netherlands, with specialities in other sports.

This project is led by the University of Delft. The technical coordination, communication and financial management is done by employees of the University of Delft.

Reasons for citing this project

This project illustrates a highly developed form of skills development leading to a series of sporting, commercial and social achievements. The aim of the project is to support top-sailors with innovative products and services, as a way of improving their performance, but also at the same time to assist enterprises with promising innovations to create new possibilities for business activity in sailing and thus create a supportive environment for outstanding sailing success. The lab has assisted many start-ups and existing SMEs in the past few years.

Sports and physical activities

The international, European and national sailing federations have the same purpose. The sport of sailing should be more accessible and attractive. This project aims to develop sailing and increase the number of children and adults that participate.

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Project main characteristics

NOC*NSF (the Dutch national Olympic committee) has the ambition to be in the top 10 of the world in the Olympic medal table. To realize this, sport has to be further professionalized and an important part of this is making sport more accessible and attractive, but also more integrated into the life of the community.

Innovation and water sports in the harbour of Scheveningen are top priority for the community of The Hague. The local authority is trying to position Scheveningen as the sailing harbour of the Netherlands. That would increase the economic spin-off for the city of The Hague and this fits perfectly with the ambition of the InnoSportLab to get The Hague to co-operate within the 'golden triangle' to stimulate innovation in the sailing sector. The core aim of the project is therefore: "Create a golden triangle with the purpose of achieving more medals, more business and more people who participate in sport"

The approach is to build an environment that supports outstanding performance in sailing. A critical part of this environment is the continuous development of new sport products and techniques that can support this high level of performance.

InnoSportLab The Hague offers a high quality test environment for product development. Elite sport offers a great opportunity for product development in a demanding environment. The lab is for enterprises and so provides a high quality and professional testing environment. Through innovative products, InnoSportLab supports sport performance as much as possible.

InnoSportLab fulfils a number of core functions within the sport innovation system:

- Network function: connecting athletes, enterprises and knowledge institutes.
- Sport support: testing and monitoring performances.
- Knowledge function: exchange of knowledge and offering education.
- Valorisation function: innovation and valorisation.
- Educational function: supporting sport education and training.

InnoSportLab brings together different organisations: NOC*NSF, InnoSportNL, Watersportverbond (Water Sport Association), TU Delft (Technical University of Delft), Haagse Hogeschool (University of The Hague), VU Amsterdam (University of Amsterdam), Gemeente Den Haag (The Hague local authority), Stentec, Extreme Rib, Ortec TSS, Team Heiner, Magic Marine, Twijnstra en Gudde, Advies Talent, The Combination, Svasek, Noldus, Onderwijs Technocentrum Haaglanden and Rijksuniversiteit Groningen (University of Groningen).

Programme details

The project ran from 10-01-2010 to 30-06-2014.

The project received an EU-subsidy of € 1,322,415. Other contributions were a public co-financing of € 2,702,690 and a private co-financing of € 690,975.

The ERDF support is part of the Operational Programme 'Kansen voor West' (Chances for the West). At the base of this is the 'Lisbon Strategy' which aims to lead to economic growth and better jobs in the European Union. This Operational Programme is particular for the 'Randstad' with the purpose of strengthening the competitiveness of the region. This means investing in themes like innovation, research & development and exchange of knowledge.

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This project succeeded in bringing leading stakeholders together, focussing mainly on innovation & entrepreneurship. In this and in the approach to building skills and competitiveness, the project has developed a number of innovative features in the programming period, all aiming to enhance the sailing experience (e.g. faster, safer, easier, more convenient), and to increase the skills of Dutch trainers and sailors, which in turn will lead to winning (more) Olympic medals in Rio 2016.

Nature of the contribution to economic and/or social development

The local economy will profit from business activity related to water sports. The Hague/Scheveningen area is seen as the centre for beach sports. Sporting events draw thousands of visitors and participants and contribute to a positive image of the city. The renewed harbour, NTC Sailing (an academy for sailing) and the InnoSportLab provides additional profile and activities which attract water sport athletes and tourists.

At an international level a project building on InnoSportLab Sailing has been developed under the 'INTERREG 2 Seas' programme. This project is for the coastal regions of the Netherlands, England, Belgium and France. It offers new possibilities for cross-border cooperation in the field of innovation, especially for sailing. The focus is on the theme of 'Sailing and the Media'.

The desired effect is positioning the Netherlands as an attractive and innovative sporting nation. The project will create field labs where enterprises, knowledge institutes and sport work closely together in practice. The aim is to develop and test new sport-related products, systems, facilities and services. This will increase employment.

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

1. *Direct support to sport SMEs*
5. *Promotion & encouraging inward investment*
6. *Creating employment in sport and physical activity*
9. *Business growth & other economic impacts*
10. *Encouraging developments in sport technology and other innovation*
11. *Systematic development of a broader sport-based strategy*
13. *Improving sport skills & competences*

Project outputs

The establishment of the InnoSportLab has resulted in several innovative products:

- Composail: Innovative sailing boat as a living lab
- Unmanned mini helicopter: video recordings to assist in training
- Sail simulator: practicing on dry land
- I-sail wind map: what is the wind direction
- Weather telemetry: to measure the weather and currents
- Mobile eye: explores the visual behaviour of sailors
- Sail coach-Cockpit: all performance data at a glance

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- Optimal coach boat: the ultimate 'RIB' for sail coaches
- Playbook: handy app with all the data
- Sailing clothes of the future: comfort, less resistance and smart interaction
- Real-time scoring application: follow the race via internet, smartphone and tablet
- Team performance monitor: for better cooperation on the boat
- Steady sail: sailing without going diagonally
- Single hydrofoil sailing boat: affordable sail 'flying'
- Structural composite batteries: the hull of a boat as battery
- Spinnaker safe: sailing safer and easier with a spinnaker
- A Buoy measuring current and wind
- Making sailing more attractive and accessible: international project for innovations and renovation in sailing and media

These products are developed by students in cooperation with (technical) universities and companies. Students, companies and universities learn from each other and increase their skill levels through research and innovation. The products are tools and can be used by trainers and sailors to increase their level of skill development. The aim is to win gold medals at the Olympics of 2016 in Rio and to be placed in the top 10 of the medal table. The key point of this project is skill development of trainers and sailors, the innovative products are tools to achieve this aim.

Project results and impacts

The most important findings are:

1. The InnoSportLabs are a good model for cooperation, especially for support and innovation in sport
2. InnoSportLabs will fulfil essential functions in sport
3. The experiences in the labs leads to fast learning and a growing importance for the interaction of sport, the economy and knowledge
4. The central coordination in the labs is vital to exploit local and regional possibilities and excellences
5. The labs include many students and they provide training for students who are mostly theoretically trained
6. The labs achieve significant usable results with few resources
7. The business world is more and more participating in the labs, although this is dependent on the regional economic climate
8. The labs make it possible to attract other investments with very modest (central) government funds
9. At this moment, there is a mismatch between the level of support and the level of funding they provide for different parties. This will have to be sorted in the future.

Good Practice Case no. 21

Good practice features

The project is based on a clear conception of a connection ('golden triangle') between sport, enterprises and knowledge institutes. This is similar to the 'triple helix' concept that is recognised as good practice elsewhere.

The ambition to be in the top ten of the medal table, is an important one for such a small country and the project is motivated by this ambition, but takes an interesting route to achieving this aim via substantial development of sailing products and services.

More generally, the project is clearly in line with national objectives and those of the Operational Programme.

The project has been implemented very effectively generating a series of activities relating to specific products.

The InnoSportLab model is sustainable and is drawing in external investment and is also transferable.

Sources of further information

Brochure InnoSportLab The Hague: Innovation and business activity in sailing:
<http://www.innosportlabdenhaag.nl/actueel/nieuws/vier-jaar-efro-ondersteuning-afgesloten-met-interactieve-bijeenkomst/brochure-innosportlab-den-haag>

InnoSportLab Sailing:

http://www.europaomdehoek.nl/projecten/projecten-item/t/innosportlab_zeilen

InnoSportLab Sailing (Kansen voor West):

http://www.kansenvoorwest.nl/index.php?option=com_projectdetails&view=projectdetails&Itemid=42&projectId=765

Kansen voor West (Chances for West):

<http://www.kansenvoorwest.nl/index.php>

InnoSportNL: Sport Innovation in The Netherlands, 10 years InnoSportNL:

http://www.innosport.nl/nl?cm=458%2C462&mf_id=1066

Technical University Delft

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9.2 Hungary: “3 missions” Sport and science for society in Eastern-Hungary

Good Practice Case no. 22

Project Title & Number

“3 missions” Sport and Science for Society in Eastern-Hungary (HU 4)

A felsőoktatási intézmény állami felsőoktatási stratégiában megfogalmazott 3.missziójának segítése a sport vonatkozásában

Theme:

Training of Sport Staff – Direct Skills Development

Project identification:

The project was implemented by the University of Debrecen, a non-profit publicly funded higher education and research institution established in 1912 and located in the city of Debrecen in the North Great Plain (NUTS-2 regions) of Hungary. The project has contributed to the training of present and future professionals in sport with a complex approach executed through the development of university courses and course materials in the field of sport-recreation management and physical education, with workshops, and the training of coaches at the grass roots level.

These developments have been supported by increasing the capacity of the relevant university departments, in sport science, medicine, economics and related areas, to work across discipline boundaries and reach out to other institutions, developing knowledge networks nationally and internationally.

Development of the training system, establishment of new national and international science teams, research and innovation, all together with a better supply of facilities and equipment will add great quality to the work of sport professionals. Training of sport professionals, empowering them with modern scientific knowledge will in turn contribute to the popularity of sport activities and enhance the active life of citizens.

The programme was well-aligned with regional and city development strategies that started 10 years ago with the participation of the city of Debrecen in the East-Great Plain region of Hungary and the University of Debrecen. In this collaboration as well, a sport related cluster cooperation was built creating a triple helix collaboration including the local municipality, the university, and the local business sphere. Cross regional cooperation was achieved by having the Eszterházy Károly University of Applied Sciences centred in the city of Eger, located in the North-Hungary region, as a project partner.

Reasons for citing this project

The ‘the 3rd. Mission’ project is a fine example of how a sophisticated interdisciplinary approach to the training of sport professionals can create significant impacts in underdeveloped regions. In particular, it shows how a project directly improving the skills level of sport professionals can have beneficial employment effects, but also generate wider economic and social benefits.

The broadly-based and complex development of training systems, the establishment of new national and international science teams, research and innovation, together with better equipment, all contributed to improving the knowledge of sport professionals and thus the quality and effectiveness of their work relating to sport and physical activities.

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This increase of knowledge and the improvement in the quality of training, together with the development of a knowledge infrastructure, has a multiplying effect in changing views about sport and physical activity participation, and by increasing the effectiveness of human resources as current students enter the job market and take up their positions as sport professionals in sport organisations, municipalities, or in events. It is expected that outcomes will contribute to the popularity of sporting activities, which will also enhance the willingness of citizens to develop an active life.

Sports and physical activities

The training related to a wide range of sporting and physical activity, from public involvement in general exercise up to competitions athletes, and this was also true of the sport medical services and innovation units that were part of the project.

Elements of the project also contributed indirectly and in a delayed manner to an enhanced level of involvement in sport and physical activities as there was a substantial part of the project related to training of professionals. Research-based exercise programmes (walking/running, spine exercise) were also developed for a sedentary target groups from work places like municipality and university employees.

Dissemination reached national platforms through a collaboration with the Hungarian Football Federation. Some of the scientific research placed bigger emphases on football, horse-riding and kayak-canoeing.

Project main characteristics

The University of Debrecen is one of the largest higher education institutes of Eastern-Hungary. Along with local stakeholders in sport (the municipality, the business sphere and sport clubs) it played a significant role in creating a strategic approach to sport in developments that started over ten years ago. Along with this strategy serving regional development the university created its own sport-related strategic plan, which included new degrees offered in sport. As a result sport management training has started and other degrees are to be offered in sport rehabilitation, the sport economy, physical education, and also coaching in recreation management. The execution of this strategy was continued through the '3. Mission' project especially in relation to the training of sport professionals.

One of the main goals of the present project was contributing to the comprehensive reform of the university courses for sport professionals, with the introduction of helpful innovative technologies, the development of a new methodology and tools, as well as creating a training structure which allows the effective sharing of knowledge and the modernization of training content.

Having regard to the practice of most EU Member States, and also to the direction of national training and adult education, the aim was to modernise the structure of sport professional training. With inter-faculty cooperation, workshops were organised for the colleges teaching in the different faculties in the university. This presented opportunities to exchange experience and useful or good practice and work together in the process of planning and implementing the project.

Mandates were given to instructors and researchers to achieve a development in the higher education provision for sport sciences.

This involved the field of sport rehabilitation training, physiotherapy and the training of sport coaches. New physical facilities and equipment became available for the students supporting a more effective learning process. Conditions have been created on the basis of the needs of the sport sector and sport related sciences.

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It was an important goal to acknowledge and learn from European training systems and technologies in order to develop the provision on the basis of new criteria and integrate international best practices into the training provision.

New subjects have been elaborated with new curricula, electronic textbooks and exercise books (recreation organiser, law in sport, sport medicine, horse-riding in state schools, mental hygiene in sport).

New university courses were established, others have been modernized by fostering new initiatives in curricula, and developing new electronic textbooks. The developments – in the case of new training and the curriculum for mental health in sport, law studies etc. – were implemented with due consideration for relevant EU directives.

During the modernisation process special attention was paid to acquiring and disseminating the results of international scientific research and developing national and international networking in the field of research and training. The systematic, well organized and practice-orientated education and training developed had a key role in meeting the needs of sport professionals and helping to address the general and emerging needs of society too. At the same time the project contributed to the development and testing of institutional sport and lifestyle services and programmes in society.

It was considered that economic development could be promoted by professionals who have the highest level of knowledge in sport and economics. The training made available presented opportunities in several sectors – sport organisers, teachers of PE, coaches, recreational organisers, health promoters, sport economics, with scope for further development as undergraduate students continue their education in master's programmes.

The training of coaches made use of good practice, methodologies and mechanisms for grassroots sport from elsewhere, introducing new elements from other parts of Hungary and also from other European countries, such as the Netherlands, Spain, and Germany.

Programme details

The '3. Mission' project was funded in the 2007-2013 funding period under the New Széchenyi Plan by the ESF Social Renewal Operational Programme (SROP) / (Új Széchenyi Terv Társadalmi Megújulás Operatív Programme --TÁMOP). The Social Renewal Operational Programme is one of the 15 different Operational Programmes approved by the Hungarian government under the New Hungary Development Plan. The Social Renewal Operation Programme had six priorities: employment, education, public education, higher education, social integration and health.

The duration of the project was seven month, funds allocated were 2.1 million EUR (654,421,298 HUF) with 85% (€1.78 million) EU funding and 15% (€ 320 000) self-financing.

After the successful completion of the Széchenyi Plan', the first government development programme focusing on the integration of private enterprises, business federations and local government in a form of cooperation that catalysed economic growth and improvements in society, there was the launch of the 'New Széchenyi Plan'.

The goal was to continue to reap the benefits of the initiatives started previously relating to the promotion of private home ownership, enhancing the living conditions of people by giving a boost to the construction industry, and to promoting tourism, supporting small and medium-sized private companies (SMEs) and generating new

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employment opportunities.

In this framework the New Hungary Development Plan (NHDP) was launched, in which the government approved 15 operational programmes; with the assistance of EU funding there was an investment of 7000 billion Hungarian Forints (4 097 080 055 EUR) during the 2007-2013 period (85% EU and 15% national).

The programme funding was available at both sectoral and regional level. Within the Operational Programme for Regional Development funding of 1600 billion HUF and the sectoral Operational Programmes, 5300 billion HUF was available.

Reflecting the priorities of the Operational Programme, the project made links between the systematic development of human resource (in this case in sport) and the use of interdisciplinary knowledge in higher education, bringing together sport and health professionals to plan and implementing the project. The main goal was to broaden the training and research spectrum, including study programmes, research and technical conditions connected to sport and the health industry at both the universities involved.

The ESF contribution to the project helped to develop some of the physical facilities and equipment to create the infrastructure to meet the sector's needs.

Nature of the contribution to economic and/or social development

The project's contribution to economic and social development was achieved mainly in the area of education and training. Beside this, elements of the project also contributed to innovation, mainly by using innovative elements from good practice learnt from other EU countries, leading to the further development of existing cluster partnerships built on sport and physical activity participation. The training of sport professionals also promotes an increased access to the labour market. All subject and course materials were related to the new perspectives and initiatives of the EU in relation to health and well-being, active ageing and a healthy workforce. Elements of the project were directed towards these areas.

Thus, the project outcomes have a high and tangible impact on the population especially young people's attitudes towards sport activities and lifestyle habits. Also, wider audiences of people in different age groups were involved with recreational sport or taking part in sport activities in schools and these also benefit from the interdisciplinary knowledge the professionals acquire in the new training system.

The newly introduced methods and training curriculum and the newly opened scientific, health units allow participants to work with the most innovative methods of our age. The training of professionals (managers, organisers, physical education teachers and coaches) is in synergy with a recent government initiative to implement daily physical education classes in primary and high schools and with the government initiative to enhance the level of grassroots sport participation.

All of these developments were accomplished in coordination with local and regional strategies. Thus, the city of Debrecen's concept of sport is a very good example of developments being in favour of broad range of stakeholders.

Sport science should be interpreted as a discipline serving and carrying prosperous, serious economic-business interests. Competitive sport - business at the same time, leisure sport and health promoting activities have a positive effect on the state of health of the population, and the preservation of work capacity.

There is a multiplication effect through future sport practitioners in schools and sport clubs (teachers of physical education, coaches, sport managers, organisers).

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The efficiency of sport science activities has improved since now research is conducted in line with a defined strategy in a coordinated way. To support this, the University of Debrecen established the Sport Scientific Cooperative Research Centre. With the help of the project the supply of equipment for scientific research was able to significantly increase.

Cooperation between sport and the knowledge of members of our society has been implemented so that both theory and tradition have been directly connected to practice, contributing to the increase of learning capacity and the knowledge of the participants. These concur with the new criteria for sport professionals' training and has resulted in an increased numbers of students in the sport science field. Sustainability is guaranteed as outcomes are being inbuilt into the training programme of sport and recreational managers, coaches, physical educators.

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

- 8. Indirect impact on employment*
- 10. Encouraging developments in sport technology and other innovation*
- 11. Systematic development of a broader sport-based strategy*
- 13. Improving sport skills & competences*

Project outputs

The University of Debrecen's sport and sport related faculties have been developed to an international level. New and modernized course materials are now available on the courses for students. This contributes to a more modern education for professionals in the field of sport, so the courses are more popular amongst students.

Newly created national and international research teams were built to meet the new criteria in sport professional training.

The supply of new facilities and equipment are being used to increase the quality of the training and sport activity in the university and the whole region.

In the project the following outcomes were achieved:

A 8x21 hours (8x3days) grassroots and talent management football training programme for football coaches with participation of good practice from around Europe.

Course books (in Hungarian) by the University of Debrecen: Sport economy, Sport ecology, Introduction to sport sciences, recreational management, Human resources in sport organisations, Introduction to diagnostics in sport, Sport medicine, Sport-rehabilitation.

Course book (English) for Sport Education courses by Eszterházy Károly College: ballgames, recreation

Work online booklets (Hungarian) by the University of Debrecen : martial arts, winter sports, leisure watersports, Athletics, Gymnastics, Ballgames,

Exercise for sedentary workers; Workshops for training of trainers; Research in the field of sport, and physical activity involvement at individual, organisational and municipal levels; Other health, sport medical and sport rehabilitation aspects were also tackled.

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Project results and impacts

The development of curricula and methodical systems in current degree programmes in sport science and connected sciences and the improvement of networks at the national and international level in the fields of research and training were the highlights of the project. Having a higher level of training for sport professionals has a multiplying though delayed effect on the improvement of institutional sport and lifestyle services, the developments of the sport civil sphere and effects in the job market.

As the results of the project a new cooperation network, a development of existing cluster cooperation was also achieved. The new study programme with innovative training materials and local, regional, national and international networks in sport and sport research was implemented.

Over the longer term, there is a multiplying effect through the training of sport professionals who will have the ability to use their knowledge in the practical field of sport. This gives them a more efficient entry into job market and contributes to development of human capital. There is a correlation between the modernized, research based university courses and training and a successful sport career. In addition, there are the effects of the population doing sport activities on a regular basis. Well-trained professionals will always contribute to a healthy society and economic growth by incorporating sport and physical activities into the lives of the Hungarian people. Advanced participation in physical and sporting activities contributes to the social, emotional, mental and physical wellbeing of the population, which has a special value in the case of Hungary which is combatting high obesity rates and a high rate of physical inactivity. The contribution is also measurable in increased savings on health care expenses and a higher spending as a result on sport related purchases.

Although the direct impact in figures is hard to estimate, the indirect contribution through sport policy and strategy on the regional, municipal, city council and university level is an important result of the project.

Good practice features

The project embodies a consistent and systematic application of the principles of national and EU policy in a package of measures with a clear sport focus. The results of the project are an enhancement of the skills and competences of sport professionals, but also the development of a knowledge cluster around sport and related activities. The project may therefore be considered relevant, coherent and systematically applied in a lesser developed region.

The effects of the project have so far been difficult to quantify, though it seems that there have been beneficial effects in the labour market.

The processes for setting up and implementing the project also appear to be easily transferrable, assuming that there is sufficient commitment on the part of the institutions adopting similar practices.

Sources of further information

University of Debrecen

Telephone: +36-52-529-900

Email: info@unideb.hu

Website: <http://sportestudomany.unideb.hu/>

<http://www.unideb.hu/portal/hu/node/16365>

9.3 Austria: Qualification Association for Health Tourism

Good Practice Case no. 23

Project Title & Number

Qualification Association for Health Tourism (AT 4)

Theme:

Training of Sport Staff – Direct Skills Development

Project identification:

Taking place in the peripheral Burgenland region in Austria, the project was led by the organisation *Regionalmanagement Burgenland*, a regional advisory service for EU funding.

Supported by the ESF in the programming period 2007-2013, the project launched in 2002 with the setting up of the Qualification Association for Health Tourism by five of



the region's leading thermal spa complexes and holiday businesses. The qualification network members provided training measures for their own staff and for people working in local tourism SMEs offering health and fitness-related services. The network devises common content for training courses and seminars.

For the future, the Qualification Association is open to new members from the spa industry since a wide participation will result in an overall increase in the quality of the services offered in this sector and this plays an important role for the visibility and attractiveness of the region as a tourism destination. The project organiser plans to continue the project in the new funding period of the ESF in a similar capacity to the previous round.

Reasons for citing this project

The project clearly illustrates how improving service skills relating to well-being and fitness can improve business performance and opportunities as well as generating health benefits. This skills development in the recreational sector is critical for creating employment and business (growth) opportunities in peripheral regions in Europe that economically depend on a thriving tourism sector, since they directly relate to the quality of provision – a critical factor in the Experience economy.

By leveraging the health benefits of spa activities in the region, the project increases the region's visibility as a tourism destination. Raising the standards and quality of health and fitness activities in the sector brings benefits both for participants (the spa's staff) and customers. People visiting thermal spas and hotels in the Burgenland region of Austria can expect to be looked after by well-trained staff. While running throughout the year, the training courses funded also helped compensate for temporary unemployment by spa staff in the summer months, when spas receive fewer customers.

Sports and physical activities

The project relates to physical activities such as exercise, fitness, health and recreation in spas.

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Project main characteristics

Led by *Regionalmanagement Burgenland*, the project was carried out with support from the Burgenland Employment Pact, a regional public-private partnership involving regional and local authorities, social partners and economic associations and aiming to support employment and career opportunities in the region.

The **rationale** behind the project related to promoting local tourism SMEs and inter-regional cooperation in a peripheral region of Austria bordering on Hungary. While it proved difficult in practice for SME staff to participate in training courses due to their indispensability in the workplace, there was some participation by SME staff.

The **main objectives** of the project were to provide training to staff at thermal spa complexes in order to provide customers with health and fitness activities in a programme designed to raise overall standards and quality in the sector, reduce shortfalls in qualified staff and shorten seasonal unemployment through vocational training courses. In addition, the combined training was also expected to lead to cost reductions for participating companies.

The staff are trained to provide customers at spa complexes in the region with health and fitness activities. The courses cover a variety of areas: communications and guest reception; hospitality and accommodation; health and fitness; restaurants and catering. The training sessions offer participants the chance to learn new skills that are particularly useful to their employers and the tourism industry in general, such as vegetarian cooking, stress management, physiotherapy and marketing.

The project fits into the downstream sectors (as per the Vilnius definition) of the health system and tourism and into the upstream sectors of education and vocational training.

Programme details

ESF support was provided for this project in the programming period 2007 – 13 under the 'Boosting Business' and 'Training That Works' areas of activity. The project directly contributed to the ESF objectives of strengthening employment and improving education. It also contributed to the ESF objective of competitiveness by raising the qualification levels of staff from local tourism SMEs and consequently the quality of services provided. It also contributed to regional cohesion and cooperation by supporting a peripheral border region of Austria.

With an overall budget of € 455,600, the project received an ESF contribution of € 256,275 (75% of total budget), with the remaining € 85,425 (25%) of the funding coming from the Burgenland region. The final accounts showed that the project slightly underspent its allocated budget, with the final amount of certified costs making up around € 440,000, out of which 75% or € 330,000 were borne by the ESF whereas 25% were borne by the Burgenland region.

Nature of the contribution to economic and/or social development

There has been a strong growth in high-quality tourism in the Burgenland region in recent years²⁰ which may be partly linked to the project. An innovative aspect of the project is that it provided opportunities to network by creating a platform to exchange experiences and opinions which contributed to cooperation between businesses and across regions in the tourism sector in Austria. For example, when one of the participating businesses plans to launch a new qualification measure, it will tender this through the Association, and thus invite all member businesses and regional tourism enterprises to participate in and benefit from the training measure.

²⁰ http://www.regionalstudies.org/uploads/Bakucz_and_Flink.pdf

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The project contributed to local development, training and promotion of tourism which potentially may lead to additional investment, innovation, smart specialisation in a particular tourism niche market, entrepreneurship by promoting local tourism SMEs, cluster development by linking these SMEs through a platform, promoting health and well-being through the service offerings of the spas, active ageing by targeting an older demographic as customers, and tourism as an important regional industry.

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

1. *Direct support to sport SMEs*
6. *Creating employment in sport and physical activity*
9. *Business growth & other economic impacts*
10. *Encouraging developments in sport technology and other innovation*
11. *Systematic development of a broader sport-based strategy*
12. *Linking sport actions with the development of tourism or CCIs*
13. *Improving sport skills & competences*
14. *Using sport to develop broader skills for employment*
17. *Addressing health and other societal challenges and contributing to happiness & well-being*

Project outputs

Between 2008 and 2013, the project benefitted 1,533 members of staff at spa complexes in the region (79% women, 21% men) in 137 training courses.

Project results and impacts

There has been a strong growth in high-quality tourism in the Burgenland region in recent years²¹ which may be partly linked to the project. Between 2006 and 2010 (the project launched in 2002), the number of overnight stays in the Burgenland increased from 2.58 million to 2.91 million.

The project illustrates the theme of Training of Sport Staff through Direct Skills Development since it focussed on improving the skills and competences of staff at thermal spas through training measures and programmes.

At the onset of the project, the qualification of staff at spas was identified as the key factor for the quality of spa offerings. Hence, through the project, not only did the quality of services increase, leading to greater health benefits for customers, but also the attractiveness of the region as a tourism destination. Since spas are often frequented by an older demographic, increased quality of services should also result in improved health and quality of life for the elderly.

In terms of long-term impacts, the project improved the quality of services provided in the region *overall* - meaning that spa customers can expect a certain level of quality no matter which particular spa they visit.

²¹ http://www.regionalstudies.org/uploads/Bakucz_and_Flink.pdf

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Good practice features

The project can be considered good practice since the project planning and objectives took into consideration the wider benefits to the regional economy as part of a strategy to promote tourism as well as the emphasis on the impact of qualification on both the creation of employment and health of customers through improved services.

While no formal evaluation of the project has been carried out, a database was maintained containing statistics on the number of courses and participants and the gender ratio. Moreover, the project administrators monitored whether training participants were still employed in the sector one year after the training, which was the case for 89% of participants. This together, with the aforementioned plans to continue the project in the next funding period, demonstrates the sustainability of the project.

In terms of wider economic benefits, the Institute of Economics and Regional Studies at the Hungarian Pecs University carried out a study²² on the competitiveness and potential in spas and health resorts in the cross-border region and found that there has been a strong growth in high-quality tourism in the Burgenland region in recent years. The Burgenland is considered a role model for spas in the bordering region on the Hungarian side, showing the transferability of good practice.

Sources of further information

Programme leader:

www.rmb.co.at

+43 (0) 5 9010 / 2446

<http://ec.europa.eu/esf/main.jsp?catId=46&langId=en&projectId=1281>

http://www.unserpakt.at/fileadmin/user_upload/projektbeschreibungen/Qualifizierung_sverbund_Gesundheitstourismus.pdf

http://www.regionalstudies.org/uploads/Bakucz_and_Flink.pdf

²² http://www.regionalstudies.org/uploads/Bakucz_and_Flink.pdf

9.4 Malta: Success

Good Practice Case no. 24

Project Title & Number

SUCCESS – Capacity Building Programme for Public Service Sports Administrators - Malta (MT 1)

Theme:

Training of Sport Staff – Direct Skills Development

Project identification:

The primary objective of this project was to strengthen the institutional and administrative capacity of the body responsible for sport regulation and administration in Malta - KMS (Kunsill Malti Għall-iSport – Malta Sport Council) - as a means of promoting social cohesion, through a training programme for Public Sector Sports Administrators.

The intention was that the project would lead to the development of a new cadre of sports administrators, ensuring the professional development and good governance of KMS, as a regulator and promoter of sport, and of subsidiary organisations across the country.

The promoter of the project was KMS working with EOSE (European Observatoire of Sport and Employment)

Reasons for citing this project

This project is of interest as an example of a systematic approach to the development of skills and with that governance structures, across the sport sector in Malta, beginning with the Malta Sport Council, but extending to a range of sport organisations across the country. It therefore strengthened the sport sector at a time when sport was becoming much more important for the Maltese economy and society.

It is an example of a contribution to economic and social development directly through sport activities, but also illustrates the systematic building of the skills base.

Sports and physical activities

A range of different sport organisations were involved in the project covering a number of different sport activities.

Project main characteristics

The main intention of the project was to increase the administrative efficiency of the sport sector. The Capacity Building Programme aimed to equip public sector sports administrators with a skills-set for optimal administration of publicly-funded Sport resources, management of projects that address issues relating to the development of social dialogue, meeting the new good governance requirements underlined by the Commission's White Paper on Sport, and develop competencies to operate within EU forums effectively

The intention was to build skill levels both to meet national needs and to bolster Malta's growing position as a sport training destination.

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Programme details

The project ran from 1st September 2013 to 31st December 2014.

It involved a course, leading to a level 5 CPD Award in Public Service Sport Administration from the Malta College of Arts, Science and Technology (MCAST), the institution in Malta that provides an umbrella for technical and vocational education and training.

The course was developed and implemented by EOSE (European Observatoire of Sport and Employment) working closely with KMS.

EOSE has considerable experience of supporting the development of the sport and active leisure workforce, bringing education and employment together and supporting this with training processes and material. It has developed a 7 step model for Sport and Active Leisure training that can be applied flexibly in varying circumstances.

In this case it was active in the process to establish the training programme, building a competence framework for sport administrators, developing training methods and material (learning outcomes, assessment strategies, defining teaching methods and a credit system), securing course accreditation and delivering the training programme. The details of this substantial achievement were set out in a 'Programme Handbook'.



A certified methodology for the development of Sports Administrators for KMS's own requirements and subsequently for sport federations associations and clubs was part of the Programme's outcomes.

Around half the participants also had the opportunity to experience an internship placement in another EU country.

The participants in the first course had a range of backgrounds that the course was adjusted to address, but a number had a coaching or teaching role, while others were involved in management administration and governance.

KMS will re-run the course once annually.

The project was initiated under the ESF Operational Programme II Empowering People for More Jobs and a Better Quality of Life, whose priority axes included the strengthening of institutional and administrative capacity as well as improvements in education and skills, investment in employability and adaptability of the workforce and support for an equal and inclusive labour market. In turn these axes were derived from a clear position of the Maltese government, expressed in the National Strategic Reference Framework, that investment in human capital is one of the main drivers towards the attainment of the objectives of higher economic growth and more and better jobs.

The budget for the project was € 585,506, of which the EU contribution was €497,680.

Although the project operated under the previous programming period, it offers lessons for actions based on the thematic objectives of the current European Structural and Investment Funds, especially the objectives of investing in education, training and vocational training for skills and lifelong learning and enhancing the

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institutional capacity of public authorities and stakeholders and efficient public administration.

Nature of the contribution to economic and/or social development

Sport is of growing importance to the Maltese economy and society, not only in terms of greater sport activity on the part of the islands' inhabitants, but also through the growth of training facilities for teams and individuals from other countries, who are able to take advantage of the moderate climate, especially during the winter months.

Consequently sport was a natural target for investment under the Structural Funds, as part of a broader development of tourism in the country, which had been identified as one of the priority sectors for the Operational Programme.

Furthermore the nature of the intervention was shaped by the government's conviction that investment in human capital and improvements in the labour market, through the provision of quality education and training for all citizens, was crucial for Malta's competitiveness and long-term socio-economic development.

Within this overall framework the project used professional assistance from a sport training organisations respected across Europe to define a competence framework that detailed the competences required for a range of different positions within the main sport organisations of the country. This then provided the basis for a training programme designed to ensure that course participants develop the required competences and skills. These developments represent a significant contribution to the on-going development of human capital in the sport sector in Malta and possibly more widely.

In Malta, the main effects of the project have been a strengthening of management skills in sport organisations and an improvement of sport governance, with the generation of innovative potential and learning from good practice across Europe. This is leading to greater professionalism in the sport sector and more effective promotion of health and well-being by sport organisations.

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

13. Improving sport skills & competences

16. Improving governance and administrative capacity

Project outputs

A 'Programme Handbook' set out all the details of the Competence Framework defined as part of the project and all the modules and details of the training provision, designed to address competence requirements.

The methodology for the development of Sports Administrators for KMS's own requirements and subsequently for sport federations associations and clubs was certified and accredited as a level 5 CPD Award in Public Service Sport Administration from the Malta College of Arts, Science and Technology (MCAST). The qualification was placed in the Malta Qualifications Framework.

74 persons received the level 5 CPD Award in Public Service Sport Administration from the Malta College of Arts, Science and Technology (MCAST) after the first course cycle, against a target of 100. The course is being repeated.

The average marks achieved in the courses showed a generally high level of achievement, well above the required pass mark.

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Project results and impacts

The project strengthened the institutional and administrative capacity of KMS in its roles as regulator and provider of services in the Sport and Active Leisure sector in order to assist it to support local sports from grassroots to elite level.

A significant element in the course programme developed under the project relates to the further dissemination of the skills and techniques taught as part of the course – a train the trainer action was devised for suitable course participants, creating an important legacy for the project.

There were also more specific outcomes in that part of the course required participants to develop an Action Plan with the theme of 'Increasing sport and physical activity participation in Malta'. This exercise has fed into the planning and strategies of KMS and the sport organisations represented in the programme.

Overall the project contributed significantly to strengthening the human capital of the sport sector in Malta, helping it to play its role in the overall development strategy.

Good practice features

The project was based on a clear strategic perspective, inspired by debates at a European level and especially the Commission's White Paper on Sport, and addressing the need both to enhance the professionalism of sport staff and to strengthen governance structures. It therefore directly related to the strategic objectives of KMS.

The project also represented a useful investment, in that it was delivered relatively efficiently in its first cycle, but also provided the basis for further training cycles involving a widening circle of sport administrators across the country, extending the benefits across Malta's sport sector.

As a result, the process was highly sustainable.

The project could easily be reproduced elsewhere.

Sources of further information

<http://eose.org/2015/06/mobilitysupportjobs-from-theory-to-practice/>

EOSE Final Report ESF 4.216 - SUCCESS – Capacity Building Programme for Public Service Sports Administrators Sept 2015

9.5 Poland: Education for sport - language and interpersonal training for staff of sports organizations and individuals actively participating in the sport life.

Good Practice Case no. 25

Project Title & Number

Education for sport - language and interpersonal training for staff of sport organizations and individuals actively participating in the sport life (PL 12)

Theme:

Training of Sport Staff – Direct Skills Development

Project identification



The project was supported under ESF and was one of the biggest projects concerning sport financed from this fund in Poland, in the 2007-2013 EU financial period. It had a significant impact on sport activity by improving the language and interpersonal skills of the members of sport clubs and sport organisations and both developed the capabilities of the sector and opened up new opportunities. A very important aspect of the project was the enhancement and facilitation of different forms of international cooperation between sport organisations.

The project was implemented in the Dolnośląskie voivodship. Project activities took place between July 2009 and Mai 2011 in the three largest cities of the region: Wrocław, Jelenia Góra and Legnica. The project was aimed at all people connected with the sport industry.

Reasons for citing this project

The project is a very good example of a training activity responding to the specific skills needs of a relatively narrowly defined target group and one that helped to make sport organisations more effective and extend their commercial operations. Good language and interpersonal skills are essential in the everyday activity of sport organizations. Additionally, the project strictly matched the needs resulting from external conditions – it helped the sport community to get ready for the Euro 2012 football championships, which in part took place in the Dolnośląskie voivodship. A great need for the training offered by the project was reflected in the strong interest from the target group and the high number of applications - more than the number of available places. There were also many questions about the possibility of continuing the training. Because this wasn't foreseen in the project, the participants often expressed their intention to continue the training on their own (on a commercial basis).

It should also be mentioned that the project had a large scale and scope which made it a complex undertaking when it came to coordination and organization, but despite this it was successfully completed without any delays.

The third reason for citing this project is its pioneering nature. It was the first training project addressed at the sport community, implemented on such a wide scale.

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The project was implemented by Dolnośląska Federacja Sportu (DFS) in partnership with three other organizations.

Sports and physical activities

The implementation of the project involved a number of sport disciplines. It contributed to the development of sport as a whole in the country through raising the competencies of people, who organise and popularise various sport activities.



Project main characteristics

The project was a response to the needs of the sport community and resulted also from the Dolnośląskie Voivodship's Development Strategy. The sport associations and sport clubs, which are active in the region raised the following problems to be addressed by the project:

- outdated professional qualifications of the staff of the sport organizations
- lack of innovation and openness in the sport organizations
- too little awareness about the opportunities and benefits of international cooperation
- very limited cooperation with foreign sport organizations

Taking into account these needs, the goal of the project was defined as follows: to improve the linguistic and interpersonal competencies of sport activists. This was in order to help sport organizations to take advantage of the opportunities resulting from the organization of EURO 2012 in the region and other international sport events. Language training was also to help staff working in sport to network with experienced international sport organizations, operating in countries where championships are held at an international level.

Language training was organised in English and German on three levels. For every participant 60 hours of courses were planned. The interpersonal trainings covered: negotiations, cultural differences, establishing cooperation with international sport organizations, promotion of sport and obtaining sponsorship. Every participant was to take part in 32 hours of interpersonal training.

The training was organised in three cities, which improved the accessibility for people from different parts of the region. In each of the cities there were 3 versions of the training programme. The training was given by about 40 lecturers and coaches.

The main entrance criteria for the potential participants were: fixed employment and a track record of activity in a sport organization. There were no restrictions on the type of connection with a sport organization, so among the participants there were professional and amateur players, referees, coaches as and managers or office workers from the sport organizations. Although applications for the training were submitted individually, it can be said that most of the participants came from football, basketball, volleyball and handball organizations. People aged 26-50 were a large majority of the training groups, but about 20% of the participants were over 50 years old. The share of participants coming from rural areas was from 20-30% (of training organized in Wrocław) up to about 40% (in Legnica and Jelenia Góra).

The promoter of the project was Dolnośląska Federacja Sportu (DFS) – the Sport Federation of Dolny Śląsk. This is a private not-for-profit entity. It brings together

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the region's 37 different sport associations (from different sport disciplines).

It is the biggest sport organisation in the Dolnośląskie voivodship. The main goal of DFS is to promote all sports and to bring together the sporting community in the region - players (both professionals and amateurs), coaches, sport activists and fans. DFS coordinates sporting events at regional, national and international level. The organisation also supports the development of sport by organizing training and courses for sport circles.

The project was implemented by DFS in partnership with three other organizations. Two of them are non-governmental organisations and one is a private entity. Project partners were: Fundacja Rozwoju Demokracji Lokalnej – Centrum Dolnośląskie (Local Democracy Development Foundation – Centre in Dolnośląskie Voivodeship); Centrum Samorządu Lokalnego – Fundacja Rozwoju Demokracji Lokalnej w Jeleniej Górze (Centre for Local Government - Local Democracy Development Foundation in Jelenia Góra) and Agencja Rozwoju Regionalnego ARLEG S.A (ARLEG Regional Development Agency).

Programme details

Project activities took place between July 2009 and May 2011 in the three largest cities of the region: Wrocław, Jelenia Góra and Legnica.

The project was supported under Priority 8 - *Regional human resources* of the Operational Programme Human Capital for the 2007-2013 period, activity 8.1 *Development of staff and enterprises in the region*. The aim of this activity was to improve and adapt the qualifications and skills of employees so as to meet the needs of the regional economy. In the conception of this activity it was thought to be important to reinforce the growing interest in raising the competencies and skills of employees, because in comparison to other European countries, Polish enterprises are significantly less likely to organize and participate in training. The training projects were to be adjusted to the region's development strategy and were intended to strengthen its comparative advantages.

The Education for sport project made a strong contribution to achieving the objectives of the Structural Funds in the 2007-13 period, especially in promoting competitiveness and cooperation. The project contributed to strengthening the competitiveness of the Dolnośląskie voivodship and to employment increase through investments in human capital. Language courses contributed also to improving cooperation between the sport organizations in the region and sport clubs from other EU countries.

The project partly anticipated the objectives of ESIF in the current period, especially through its contribution to supporting labour mobility and the creation of employment by skills development through language and interpersonal training.

The Education for sport project received 1 015 049 EUR of EU funds and 179 126 EUR were contributed by the beneficiaries.

Nature of the contribution to economic and/or social development

The initiative implemented by the DFS and project partners had a strong direct impact on the social development of the region. In the Dolnośląskie voivodship there is about 0.5 million people who are members of different sport organisations.

In this respect the voivodship ranks third out of the 16 Polish voivodships. For this large group of people there was previously no offer of training tailored to their specific needs. Thanks to the project, the regional sport organisations can use improved language and interpersonal skills to cooperate with sport organisations from other countries. In other words, it facilitated further developments.

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This cooperation has the form of joint competitions, games, training camps, exchange of players, and it also gives the opportunity for cluster development.

It should be also stressed that the participants in the training greatly increased their chances on the labour market and this contributed to labour mobility.

The education for sport project also contributed indirectly to economic development by strengthening the competitive advantage of the Dolnośląskie region.

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

- 6. Creating employment in sport and physical activity*
- 13. Improving sport skills & competences*
- 14. Using sport to develop broader skills for employment*
- 16. Improving governance and administrative capacity*

Project outputs

The immediate result of the project was the training of 720 people, in training organized in Wrocław, Jelenia Góra and Legnica. The goal was to improve the English language, German language and interpersonal skills of the participants. In the language training, sport themes and sport vocabulary were emphasized. There were 4 semesters of training and 3 levels of advancement in each language, This meant that there were 5720 hours of language training conducted. With the interpersonal skills there were 1216 hours of training conducted. At the end of the project there were 570 language certificates and 570 certificates in interpersonal skills awarded.

Project results and impacts

Over the longer term, the project contributed to an increased interest in international cooperation and contacts with foreign clubs and sport associations. This allowed exchanges of experience and better use by the region of the opportunities presented by the organization of Euro 2012. In a survey conducted after the project, the participants declared that the training will particularly increase the opportunities for cooperation with international sport organizations and the development of their sport organization. The informal observations made over time have confirmed that actually there were various examples of cooperation such as organization of joint training camps, training through exchanges of players etc.

The participants also declared that after the project they had increased motivation to work on projects in sport, primarily concerning promotion of sport in general and promotion of their sport organizations.

Good practice features

The project was very much in line with the priorities of the Operational Programme and had a significant impact on the sport sector of the targeted region, considerably enhancing its capabilities and opening up new opportunities.

The project was pioneering and innovative in several of its features. It was the first Polish training project on such a scale targeted at the sport community. Previously there had been a project financed by the Equal Initiative but it was aimed at unemployed sportsmen, so the target group and the expected results had a different character than for the project analysed in this case study.

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Education for sport was the first training project aimed at sport organisations covering a whole region. This resulted in a high degree of complexity in its implementation. Thanks to its innovative approach and successful implementation, it became a model project for sport federations from other regions. Many of the features developed within the project have been disseminated through informal communication between the regional federations.

Secondly it was the first project implemented by the DFS that was financed by external funding sources. Its implementation yielded many new organisational solutions, which proved to be effective and were adapted in the everyday activity of the DFS. Successful implementation of the Education for sport project was a starting point for implementation of several other undertakings, financed from the external means.

Sources of further information

Project promoter page:

Dolnośląska Federacja Sportu (DFS) <http://www.sport.wroclaw.pl/>

Project page:

<http://www.dips.pl/eds/strona/4-o-projekcie>

Statistic data about the sport organizations in the region:

http://stat.gov.pl/bdl/app/strona.html?p_name=indeks

10 Employability & Transversal Skills

10.1 Ireland: FUTSAL – Football Used Towards Social Advancement and Learning

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Project Title & Number

FUTSAL (IE 1)

Theme:

Employability & Transversal Skills

Project identification:



The project FUTSAL (Football Used Towards Social Advancement and Learning) was implemented over three years (February 2011 - May 2014) by the Football Association of Ireland (FAI) in partnership with the Welsh Football Trust (WFT) with the overall aim to provide education and work opportunities for young people in disadvantaged areas. It sought to obtain the benefits of sports-based interventions in the form of improved psychological health and wellbeing and engagement in educational programmes

The FUTSAL project and related activities helped to facilitate the development of football themed education hubs that were rolled out in communities along the South Eastern seaboard of Ireland and across North West Wales.

Reasons for citing this project

The FUTSAL initiative was a very well prepared and planned project and in general is an excellent example of how Sport and physical activity positively contribute to public health, social cohesion and social mobility. The project's activities provided education and work opportunities for people in disadvantaged areas. Positive outcomes for participants included improved levels of health and fitness and enhanced wellbeing, confidence, self-esteem, motivation and subjective agency. This suggests that the value of the programme goes beyond direct employment outcomes to success in engaging participants and enhancing personal development pathways.

The FUTSAL project also illustrates the successful exploitation of volunteering programmes to improve community development and regeneration.

Within this, the FUTSAL and related projects show how public funds can generate momentum to create stronger local synergies and partnerships between local authorities and education providers and how ERDF funding in particular can assist local initiatives by helping to provide a strategic dimension, adding to the regional and national impact of local initiatives.

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Sports and physical activities

FUTSAL provides facilities for five-a-side football, but also training, and outreach to community sport and physical activities.

Project main characteristics

Futsal has its origin in 1988, when it was introduced by FIFA as a new discipline. It is commonly recognised as an official form of five-a-side football. It is practiced with a smaller ball with less bounce than a regular football. The rules create an emphasis on improvisation, creativity and technique as well as ball control and passing in small spaces. For these reasons, futsal is regarded as an ideal vehicle by which to develop the key football skills of young players.

The FAI' strategy uses futsal as the main activity for its social inclusion programme. This was the rationale behind using the word FUTSAL as the acronym for this project – Football Used Towards Social Advancement and Learning.

The FAI and WFT jointly run the project aiming to use the discipline of futsal as a way of attracting people back into mainstream education. The overall objective was to offer futsal to targeted social groups and to link the sport discipline with educational models so as to enhance entry into the labour force.



The project's rationale is linked to a body of literature regarding the relationship between sport and social change (Spaaj 2009), between football and social inclusion (Brown et al. 2010) and about the benefits of sport for individuals with development disabilities (Weiss et al. 2003). The benefits of sports-based intervention to participants in the form of improved psychological health and wellbeing as well as further engagement in educational programmes has also been addressed (Coalter et al. 2000).

The project's objectives are reflected in both Ireland and Wales education, employment and social inclusion public policies priorities. The project's longitudinal evaluation study²³, defines both the Irish and Welsh context with reference to youth unemployment, sport participation among young people and sport accessibility for disabled people. These issues are recognised and addressed by both research and policy programmes in both countries.

These principles have been implemented in practice by the FUTSAL project through two specific lines of development. The first objective was to use the powerful attraction of football to re-engage unemployed men and women with mainstream education to increase their prospects of employability or to enhance their prospects of going on to further education. The second objective was to influence and assist community regeneration via employment and volunteerism. The participants engaged in a programme of sports themed Further Education complemented by a broad range of FAI and WFT certified coach education awards.

²³ Centre for Youth Research & Development (2014), Longitudinal Evaluation of Project Futsal. Maynooth University

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This was a structured academic programme, through the football education centres (hubs), of adult education, personal development, football coaching, education and work/volunteer placements. It was offered to participants from the local community at each hub, along with disability training. Participants also had the opportunity to assist in the delivery of local community sports events and programmes which formed part of their personal development and work experience modules.

Programme details

PROJECT FUTSAL (Football Used Towards Social Advancement and Learning) secured funding from the European Regional Development Fund's INTERREG IVA Ireland Wales Programme 2007---2013 under Priority 2, Theme 2 Sustainable Regeneration of Communities.

The structural fund intervention rationale under theme 2 refers to the need to maintain a healthy labour force. This is highly depended on strong community development, which will consequently have a positive impact on regions that become attractive for economic, social and environmental development. This conceptual framework is tied in with the idea that the development and nurturing of social capital – understood as connections among individuals and social networks and the norms of reciprocity and trustworthiness that arise from them – is critical to maintaining social cohesion.

The FUTSAL project's activities reflect one of the 'Theme 2 Indicative Operations'²⁴ which is '*Active engagement of local communities in developing joint approaches to promote and facilitate social inclusion, including the incorporation of migrants, linguistic minorities, those not in employment, education or training*'.

The FUTSAL project received a total of 1,964,665 EUR (ERDF 1,429,006) and both project beneficiaries (i.e. FAI and WFT) contributed to the total fund by co-financing the project.

The resources were invested across three years in twelve communities in both Ireland and Wales. Both associations could share best practice in the set-up of seven Football Education Centres (Hubs) and in the delivery of pan-disability training in each hub, and in conducting a longitudinal research on the effectiveness of football in promoting social inclusion and learning within disadvantaged communities²⁵.

FUTSAL's main objectives were in line with the Cohesion Policy Priority 2, Theme 2 in that they aimed to enhance participants' employability and/or enhance their prospects of going onto further education. In addition, thanks to the volunteering activities used to foster local community regeneration, FUTSAL made a contribution to the development of social capital in both regions, which has to some extent tackled social exclusion of targeted social groups.

Nature of the contribution to economic and/or social development

Disengagement leading to early drop-out from schools and youth unemployment are significant issues in both the Irish and Welsh context.

In Ireland, disengagement from school is a significant source of inequality in society. According to the OECD, the 26% level of unemployment affects the workforce aged under 24²⁶, who are most likely to have lower levels of qualification.

²⁴ Ireland Wales OP (2007-2013)

²⁵ Centre for Youth Research & Development (2014), Longitudinal Evaluation of Project Futsal. Maynooth University.

²⁶ OECD (2014)

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In Wales, youth unemployment is a cause of intergenerational transmission of poverty²⁷. In 2014, the Welsh government found that 20.2% people aged 16-24 in Wales were unemployed, compared to the 19.4% equivalent rate for all of the UK.

FUTSAL used five-a-side football as an opportunity to provide education and work opportunities for people in disadvantaged areas and to boost community regeneration through employment and volunteerism.

As the project evaluation study confirms, FUTSAL contributed significantly to the social development of Irish and Welsh communities involved in the project. The project's outcomes included improved levels of health and fitness, improved well-being, confidence, self-esteem, motivation, subjective agency, in addition to direct employment outcomes. Moreover, FUTSAL has actively promoted volunteerism as a means of community regeneration and development.

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

13. Improving sport skills & competences

14. Using sport to develop broader skills for employment

15. Social engagement

17. Addressing health and other societal challenges and contributing to happiness & well-being

Project outputs

Overall, The FUTSAL project's outputs consisted in the delivery of sport hubs where educational and coaching programmes were delivered to local participants. Programmes were rolled out quite differently in Ireland and Wales.

In Ireland, a total of seven FUTSAL hubs were opened. Three of these were based in the Dublin area (Ballymun, Collinstown and Corduff) and the other four were in Waterford, Carlow, Wexford and Tipperary. Two officers (full or part-time) were allocated to each hub whereas the number of participants per hub varied, with each hub recruiting 20-30 participants per annum.

The project programme ran for one academic year in each hub. The programme content included both educational elements, which were provided by Training Boards, and coaching elements, delivered by the FAI.

Participants were given the objective to work towards level 5 award for the overall programme as defined by the National Framework of Qualifications.

In addition they completed FAI accredited coaching awards and could also take the Youth Certificate, an award for player aged 13-18 years. Last but not least, participants completed a work experience module, coaching in their local communities, such as schools, community centres or clubs.

In Wales, a total of five hubs were made operational and located in Llandudno, Llangefni, Prestatyn, Bangor and Colwyn Bay. Each hub was coordinated by one officer with the support of hub assistants. The hubs were based in local football clubs. The educational programme was delivered by local college tutors, but the coaching programme was delivered by hub assistants and trainers. Programmes at the hubs were jointly run with local colleges for two days a week.

²⁷ The Office for National Statistics (2014)

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In addition to the educational and coaching programmes, each hub in Ireland and Wales organised different volunteering activities. These included:

- Local primary and secondary schools coaching and football events (Ireland and Wales)
- Pan Disability Football events (Ireland and Wales) – all project participants were trained to deliver pan-disability football sessions. PD Football outdoor and indoor Festivals delivered in Shamrock Rovers FC stadium and the National Basketball arena Dublin in 2012 and 2013 featuring teams from Ireland and Wales.
- Late Night Leagues (Ireland) – diversion youth programme delivered in disadvantaged communities in Dublin in partnership with Irish police (Gardai) which featured late night football sessions at times when anti-social behavior was prevalent.
- Motiv8 Mental health group, Wales – Welsh students/interns successfully engaged to run events with this group in North Wales.
- Clonmel (Tipperary) – project students successfully set up a Saturday morning pan disability football group which featured up to twenty participants and their guardians.
- Dublin; The Annual Garda, FAI, Dublin City Council joint community project which culminated in a festival of football event at the Alfie Byrne road Sports Complex . This hugely successful community project engaged almost 500 young children from Primary Schools in the Clontarf, Harmonstown, Killester and Raheny areas with the programme focus on the themes of Anti-Bullying, Personal Safety and the "Show Racism The Red Card" initiative. Project students and interns have coordinated and delivered this event for two years now under the supervision of FAI Development Officers.

Project results and impacts

To date, almost 1000 students have completed Project FUTSAL in Ireland while 160 participated in Wales during the EU funded project period. While research presents a snap shot evaluation of students who were contacted by the research team, anecdotal evidence shows that progressions to employment and further education were higher than originally reported. It is estimated that over 50% of people completing the project gained full time employment post the project in Ireland while another 15% progressed to further education (mainly third level sports related courses).

This information is provided by the FAI Development Officers working at community level who engaged directly with project participants.

Indeed, a major advantage was enjoyed by 75 former students who had the opportunity to join the FAI as Football in the Community interns for nine months post project participation and this invaluable experience paid off for many.

In addition to direct employment and return to education outcomes, the FUTSAL project has also contributed to long-term economic and social effects.

According to a value for money study²⁸, the project had three main outcomes associated with increased economic value. These are employment salary, lower levels of unemployment and benefit to the state in terms of increased taxes and reduced benefits. In addition, non-economic outcomes were also identified, namely

²⁸ Ms Eilís Lawlor of Just Economics conducted the value-for-money study as part of the project evaluation study. The full report can be found as an appendix to the report Centre for Youth Research & Development (2014), Longitudinal Evaluation of Project Futsal. Maynooth University.

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impacts on physical health, mental health and crime. The study suggests that by associating values to the identified economic and social outcomes, over seven year period, the annual saving is estimated as 12, 347 EUR per participant.

Good practice features

Strong coherence with a key element (Priority 2 – Theme 2) in the region's Operational Programme for 2007-13 - by contributing to the delivery of an interregional programme using sport to tackle youth unemployment and social exclusion.

Highly effective and efficiently delivered, with evident impact.

Highly sustainable.

Good transferability, in principle.

Sources of further information

Centre for Youth Research & Development (2014), Longitudinal Evaluation of Project Futsal. Maynooth University.

Ireland Wales OP (2007-2013)

<http://projectfutsal.ie/>

http://www.irelandwales.ie/projects/priority_1_theme_1/futsal

10.2 United Kingdom: Brighton Stepping Stones

Good Practice Case no. 27
Project Title & Number Brighton Stepping Stones into Employment (UK 7)
Theme: Employability & Transversal Skills
Project identification: <p>This project was delivered with the help of an ESF grant through the UK's Skills Funding Agency, by Albion in the Community, a Registered Charity established by Brighton & Hove Albion Football Club (BHAFC).</p> <p>The project targeted the hard-to-reach (including long-term unemployed, the homeless and people with disabilities) with the aim of re-engaging them into learning and achieving a qualification in sports leadership or volunteering. Participants were supported in moving towards sustainable employment or voluntary work as a stepping stone to employment.</p> <p>Involvement of inspirational ex professional BHAFC football players as mentors for participants helped ensure good outcomes with good retention and successful course completion. Football clubs were chosen as the location because of their relaxed and friendly environments.</p>
Reasons for citing this project <p>This project is an extremely interesting example of how small scale community-based interventions can use sport to engage with difficult-to-reach individuals (including in this case the long-term unemployed, the homeless and people with mental illness) to improve basic skills, help them gain qualifications and move into employment or volunteering, especially in positions of sports leadership.</p>
Sports and physical activities Football
Project main characteristics <p>Brighton & Hove Albion Football Club (BHAFC) compete in the npower Championship, the second tier of English football, and is one of the best-known teams in the South East of England.</p> <p>Albion in the Community is a Registered Charity established by BHAFC that delivers a huge range of programmes – from football and sports to health and wellbeing, from education and qualifications, to disability and social inclusion. It is guided by 5 principal objectives:</p> <ol style="list-style-type: none"> 1. Make sport accessible to people of all ages and abilities 2. Tackle inequality 3. Improve health and wellbeing 4. Improve educational attainment 5. Create employment and career opportunities <p>Through innovative programmes delivered directly and through schools and other partners new and creative ways for young people to learn have been developed in unique and innovative training and skills programmes that can lead to a range of qualifications and tackle social, physical and mental inequality and empower</p>

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marginalised people through positive, supportive engagement.

More broadly, Albion in the Community makes a large contribution to increased participation in sport and physical activity by providing accessible football and sports courses to people of all ages and abilities across Sussex. It also delivers targeted programmes that raise awareness of health issues and motivate people to make positive changes in their lives, particularly those living in areas of health inequality.

The programmes are delivered by professional staff in order to provide premium quality training, but the close association with BHAFC also means that it is possible to draw on well-known sport personalities, especially ex-professionals at the club, to help develop engagement with the target communities.

Sport, and football in particular, has the power to engage and inspire people of all ages in our local communities. In general Albion in the Community helps people improve their health and wellbeing, but also overcome challenges and build their confidence and skills, raising aspirations and helping people to use their potential to the full.

The project under consideration - Brighton Stepping Stones into Employment – was clearly very much in line with this aspect of Albion in the Community's programmes.

It aimed to re-engage the hard-to-reach and encourage them into learning and achieving a qualification in sports leadership or volunteering. Participants were then supported as they moved towards sustainable employment or voluntary work as a stepping stone towards full-time employment.

The project therefore targeted the long-term unemployed, homeless people and those hardest to help, disabled people (including people with mental health conditions). In general this meant that the target group was people needing to develop basic skills. Participants in the project were referred from other local projects, dealing with issues such as mental health and homelessness, and by pathways providers and those delivering Jobcentre Plus projects.

It was delivered in four centres, supported by Brighton and Hove Albion Football Club's dedicated and well-resourced study support centre at the stadium. The centre employs its own staff, who delivered the project. These have experience of supporting those who have become disengaged from their communities, by creating accessible educational routes and offer innovative solutions to employment, through the combination of training and work-based learning platforms. In addition this project was able to call on the ability of Albion in the Community to make use of well-known footballers to engage with and inspire the target groups for this project and also to use an interest in football and sport as a motivation.

The project led to two formal qualifications:

- Community Sports Leadership Award (level 2)
- Personal Best (level 1)

As outlined below, it led to some very successful outcomes.

Programme details

The project operated from 01/08/2008 to 01/12/2010.

It was funded under Priority 1 and Priority 4 of the 2007–2013 England and Gibraltar ESF Operational Programme, which seek to increase employment and tackle worklessness through a mix of employment and skills provision, intended to support people, enabling them to enter jobs and in some instances progress into work.

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The management of the OP is largely through the Skills Funding Agency, which offered relatively small scale grants to community organisations and others offering structured training and engagement programmes.

The Brighton Stepping Stones into Employment project was very much in line with the OP's objectives under priorities 1 and 4 and also offers an interesting example for those developing proposals with a focus on the ESF thematic objectives of 'promoting sustainable and quality employment and supporting labour mobility' and 'promoting social inclusion, and combating poverty and all forms of discrimination' in the current period.

Nature of the contribution to economic and/or social development

This project made use of the special capabilities of sport to engage with some of the most difficult-to-reach groups in society and help individuals within these groups gain skills and qualifications, improve their confidence and social interaction and move into employment.

At the same time it was promoting health and well-being and social cohesion.

Although a relatively small scale project, it had important and positive effects for those involved and presents a model that could be more widely applied, especially as a way to make use of the considerable advantages offered by sport for this kind of intensive work, both as a means of delivering the project and as an employment destination.

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

- 14. Using sport to develop broader skills for employment*
- 15. Social engagement*

Project outputs

Two formal qualifications were offered as aims for participants in the project:

- Community Sports Leadership Award (level 2)
- Personal Best (level 1)

The targets set for the project were :

- 264 qualifications
- 230 positive progressions (employment, voluntary work, further education, job search activity)
- 90 sustained employment outcomes (defined as six months employment)

Project results and impacts

The project made a particular contribution to the broad range of programmes offered by Albion in the Community, strengthening its engagement with a series of difficult-to-reach groups. It therefore added effectively to the more than 30,000 people who benefit each year, from the charity's activities.

Specifically, the project led to 330 qualifications (across four centres) being achieved by project participants and 170 progressing into work. It therefore exceeded targets by quite a margin.

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Good practice features

The project's objectives were directly in line with the OP's objectives and priorities and in fact represents a good example of what the OP was attempting to achieve.

The project was able to make good use of the well-established position and existing programmes and resources of Albion in the Community and was implemented efficiently and very effectively. The results exceeded expectations.

The principles of this project and its effective use of sport and sport personalities to engage with some of the most vulnerable groups in society is highly transferable.

Sources of further information

<http://albioninthecommunity.org.uk/>

11 Contributions to Health Improvements

11.1 Hungary: Improvement of content and methodology, advanced teacher studies in everyday PE

Good Practice Case no. 28

Project Title & Number

Curricular/methodological development and professional training for teachers for daily physical exercise (HU 7)

(Tartalmi-módszertani fejlesztés, valamint pedagógus továbbképzés a mindennapos testnevelés terén)

Theme:

Employability & Transversal Skills

Project identification:

The project was implemented by the University of Physical Education located in the Central Hungary region (NUTS-2 regions) with its centre of Budapest, the capital of Hungary. The organisation is a publicly funded non-profit higher education institution established in 1925. It was the first training and education institution with the aim of providing education and training for teachers and coaches of sport professionals.

The project implemented was in line with the traditional core activity of the university: developing professional sport knowledge for physical education teachers and coaches working in primary and secondary schools. The project has also created bridges with the national sport strategy which promotes and increased overall participation in team sports. The project addressed physical education teachers, but the main target group ultimately was the primary and secondary student population between the ages of 7-18.

The project was implemented on a national scale, with the results and outcomes intended to be used nationally by all public education institutions. During the project period, nearly 100 elementary and high schools were involved in a pilot project aiming to try the new methodologies during PE classes.

Reasons for citing this project

The innovative nature of the project was that it served the contemporary needs of a new generation, especially by addressing health needs. Physical education and sport methodologies were modernised and made to support the renewal of the recently implemented daily physical education curriculum in schools. This referred to exercise and training methods used in games sports and was implemented through theoretical educational films providing an orientation and new methodologies and processes for effective use of everyday PE.

The project was in close harmony with the national sport strategy in connection of developing team sports and implementing daily physical education classes in primary and secondary schools. All these elements served to create a sustainable and increased level of sport participation in Hungary and added to the process of sport socialization at an early age.

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Sports and physical activities

The main sporting activity of the programme is handball; however the project also created methodologies that are implementable in physical education more generally, including those used by specialised sport divisions (such as team sports).

Project main characteristics

The objective of the project was to create alternative and better methods to support sporting activities in the recently implemented daily PE classes in Hungarian primary and secondary schools. The aim was also to develop and implement new pedagogical approaches when undertaking daily PE, to ensure that children benefit in terms of their physical, psychological and intellectual well-being. The project also supported the development of training to be able to provide staff with a sufficient professional standing to be able to implement the new policy of daily PE.

The incorporation of sport specific training methods especially in team sports was used to capitalize on the power that team sports have to create a sense of community among children and young people and to provide sport specific knowledge assisting children's choices in relation to after school club-based sport.

The elements of the project addressed the need for modernisation of the content, methodologies, and pedagogy of daily physical education classes. This added to national processes already under way, which aimed to ensure that the educational conceptualisation, the pedagogical programmes and local curricular content in PE incorporated elements satisfying the current needs of children and youth in terms of their physical, mental, and psychological development.

The concept of the project paid attention to goals relating to preventative health measures, enhancement of involvement in physical activity, improving the strength and endurance of school children etc. and how to operationalise these concepts in the classroom. It included methodologies with training sessions for the development of strength, coordination, and endurance, particularly in relation to the skeletal, muscle and cardio-vascular systems of the human body. The methodology for daily PE was complemented by elements on movement, games, and fitness and coordination and special provision in relation to handball.

All in all, a training programme covering a 12 years period (from the age of 7 until 18) was developed with age and ability specific content.

In order to make the programme sustainable over time, on-line mentor platforms were developed, where teachers and coaches were assisted with one-to-one consultation and assistance for sport professionals through a support desk in the form of an interactive facility with a mentor-consultant.

A network was also created with the participations of educational institutions, sport clubs and associations, providing physical educators with new, modern, and info-technological tools and methods that they can use in their teaching and learning processes and also suggestions on useful practices related to sports and physical activities. All training material was made available with free online access.

Programme details

The total budget of the programme was 1.373 billion Forints (approx. 4.4 million Euros) with 15 % self-financing; its duration was seven months.

The context for the project was that in Hungary the "Széchenyi Plan" and the "New Széchenyi Plan" were implemented in order to promote the integration of private enterprises, business federations and local governments into a cooperation process aiming to catalyse economic growth and improvements in society.

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The National Development Plan and the National Regional Development Concept contain sport related, and sport development elements. These strategies explicitly refer to community building, value creation, and building solidarity in society thought sport and physical activity. In these documents medium term development policy (2014-2020) includes references to support the operation of school and university sport organisations, training of sport professionals, modernisation of the theoretical and practical curriculum of school physical education, the implementation of programmes facilitating the development of daily physical education classes and the execution of inclusive programmes by and through sports.

In this framework, the New Hungary Development Plan (NHDP) was launched including 15 operational programme areas. The NHDP Plan received 7000 billion Hungarian Forints (4 097 080 055 EUR) EU funding and 15% national funding, and was executed during the programme period of 2007-2013. The ESF Social Renewal Operational Programme is one of the 15 different *Operational Programmes approved by the Hungarian government* with six priorities: employment, education, public education, higher education, social integration and health.

The project titled 'Curricular-methodological development and professional training for teachers on daily physical exercise' was awarded in the 2007-2013 funding period within the New Széchenyi Plan - Social Renewal Operational Program (SROP) / (Új Széchenyi Terv Társadalmi Megújulás Operatív Program --TÁMOP).

Nature of the contribution to economic and/or social development

The project contributed to higher quality levels in the teaching of sport and PE in primary and secondary schools, which have a very important and very special effect on the lives of future generation. Everyday PE has the goal of making children lead a healthy life from an early age and to incorporate exercise into their daily routines. With a wide, appealing and enjoyable range of sports taught in schools, this can ensure that students become more enthusiastic and willing to learn and do sport activities with evident pleasure.

On a societal level, this contributes to an enhanced level of sport participation, a healthier society and more effectively performing human capital, and in turn produces savings in health budgets and a reduction in days off work.

The project has built new network corporations within existing networks of educational institutions and physical education teachers, created new links and strengthened existing links between national sport organisations, sport clubs and schools. Thus the project contributed on a personal micro-level, but also on an organisational and institutional level to achieve significant societal impacts and benefits.

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

- 7) *Impacts of related employment*
- 8) *Indirect impacts on employment*
- 10) *Encouraging developments in sport technology and other innovation*
- 11) *Systematic development of a broader sport-based strategy*
- 13) *Improving sport skills & competences*
- 17) *Addressing health and other societal challenges and contributing to happiness & well-being*

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Project outputs

The project achieved several tangible outputs by involving close to 100 public schools in the pilot project in which the methodologies for the project were developed, applied and tested. There was a special curricular programme package developed for handball, which contained age and ability specific elements designed to cover a period of 12 years from the age of 7 until 18; the packages were designed for beginner and advance levels, primary school grades 1-4, grades 5-8, and secondary school classes. Extra-curricular adaptations were also created for after-school classes.

Research was conducted to gain new knowledge about attitudes, opinions, and suggestions for the newly implemented daily physical education framework; decision makers, teachers and parents were targeted. Over a 1000 teachers participated in a 30 hours training programme about the methodology. An internet supported interactive platform was established (virtualcampus.tf.hu), which functioned as an e-learning application containing several hundred hours of videos, animations, figures and tables supporting the transmission of information and knowledge. Also, a mentor, sport professional online assistance system was developed for teachers and coaches in which questions could be asked and support received for their work. Mentors were representatives of the handball sport with extended experience in teaching and coaching.

Project results and impacts

More than 1000 teachers and coaches (multipliers) were trained to use the developed outcomes.

The project's basic contribution is to health promotion among children and young people in Hungary. This contribution is in line with strategic national approaches in which the central government placed sport as a strategic area in 2010. In line with this strategy public education was one of the institutions of society through which bad health conditions and a sedentary life style were tackled.

Health prevention, as an important area of society especially for children and youth, was addressed through this project at a micro level. The results of these kinds of intervention may be measured at the macro levels of society in terms of economic performance and savings of health related expenditure.

All the elements of National Development Plan and the National Regional Development Concept were addressed by the project of the University of Physical Education and a significant contribution made to achieve their objectives.

Good practice features

The project was clearly in line with national policy on improving the health and lifestyle of the population and of EU policy in similar areas.

It was well-planned and systematically implemented and had useful employment consequences too.

Clear testing and validation processes were built into the project programme.

It also had a multiplicative nature in that starting from a pilot project in one of the team sports – handball – new teaching methods were being created that were passed on to a growing circle of teachers and professionals.

In the process of developing the project the Hungarian University of Physical Education implemented the most recent interdisciplinary knowledge and experience available from sport division-specific professionals. This, together with online elements supporting e-learning and blended learning, further increased the

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sustainability and transferability of the project outputs.

The project is highly transferable and could clearly be implemented in other European countries.

Sources of further information

Hungarian University of Physical Education

1123 Budapest, Alkotás str. 44

Website: <http://www.English.tf.hu>; www.virtualcampus.tf.hu;

11.2 Netherlands/Germany: Fit for Business

Good Practice Case no. 29

Project Title & Number

Fit for Business (NL 7)

Theme:

Employability & Transversal Skills



Project identification:

Nowadays businesses want to stimulate their employees to live a healthy life. This not only benefits the employees, but also the firms themselves. Employees that live a healthy lifestyle (exercise regularly and watch what they eat) are more productive and better motivated. Unfortunately, in the Netherlands half of all employees do not exercise enough.

Fit for Business is a project that transcends national borders. It aims to improve the health of employees at 24 Dutch and 24 German firms in the Eems-Dollard region (EDR). In collaboration with partners from sport (sport clubs), private companies and science, SportDrenthe (NL) and the Kreissportbund Emsland (DE) tested a method to stimulate employees to live an active and healthy lifestyle.

SMEs especially lack the means to invest in a healthier lifestyle for their employees. With the EFRD-subsidy SportDrenthe (NL) and the Kreissportbund Emsland (DE) funded Fit for Business, an initiative that supports enterprises in the development of health enhancing policies supporting various sport and physical movement activities.

The EFRD-funding started in January 2010 and lasted until December 2013. SportDrenthe and Kreissportbund Emsland continued the programme and it is still active today.

Reasons for citing this project

Fit for Business is a project that highlights the economic and social benefits of encouraging an active and healthy lifestyle. It is interesting because it depends on employers acknowledging the benefits (including financial benefits) of healthier employees. However, many employers lack the knowledge to effectively stimulate their employees to live a healthier life. This is especially true for SMEs, since most of them do not have professional HRM staff. Fit for Business supports these enterprises setting up a tailor-made exercise and health policy, taking into account the possibilities of the firm and the needs of the employees. One can argue that without the support from Fit for Business the participating SME enterprises would still struggle to develop and implement lifestyle policies.

Sports and physical activities

Sport clubs were involved. They facilitated a number of health enhancing activities such as hiking, running, swimming, gymnastics (at the working place), yoga, fitness, boot camp, boxing, zumba and water sports.

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Project main characteristics

The EFRD-funding started in January 2010 and lasted until December 2013, though the project is continuing.

Fit for Business' common goals are (1) improvement of employees' health - both physically and mentally - and (2) creating new networks consisting of sport clubs and private firms. In regard to the first goal, in addition to offering activities to the employees it is important to create awareness.

The intervention not only focusses on organising activities relating to 'BRAVO-factors' (exercise, smoking, alcohol, nutrition and recreation), but also on education (awareness) and construction of infrastructure (networks).

Fit for Business is unique in its approach. It is a total package, including a year's advice and support in developing and organizing activities, using effective means of communications, involving local partners (e.g. sport clubs) and specialized partners (e.g. the University of Hamburg). Elements of the project include a needs assessment and a health and fitness check for all the employees involved.

The following elements made for a successful project:

- The health and fitness check in the working place gives insights in the employees' health, which raises awareness and motivates people for the remainder of the project. The personal advice based on the check results are an important element.
- Offering activities in the work place means that people are less inclined to perceive barriers to participation.
- In the beginning of the project offering activities in the boss' time increases participation and reflects the enterprise's involvement.
- Offering these health enhancing activities is a good secondary working condition and this strengthens the image of the firm as a good employer.
- By including all BRAVO factors there is something for everyone. The needs assessment gives insights into the employees' wishes.
- A central contact person or working group should be responsible for organizing the project.
- A good communication about the project and its activities is essential.
- For having a good participation rate activities should be organised during lunch breaks and during the time immediately after working.
- Cooperation with (local) experts
- A systematic approach (structure, analyses, planning, execution, evaluation) yields a durable health enhancing policy in the work place.

Programme details

The project ran from January 2010 – December 2013

It was supported by the EFRD INTERREG Programme

EFRD-subsidy: € 449 918.00

Public co-financing: € 26 990.00 (several local governments)

Private co-financing: € 179 968.00

Other costs: € 242 958.00

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The Programme focuses its investments on several key priority areas: (1) Innovation and research; (2) The digital agenda; (3) Support for small and medium-sized enterprises (SMEs) and (4) The low-carbon economy. In more developed regions a criterion for funding projects is that at least 80% of funds must focus on at least two of these priorities. Fit for Business aims at SMEs (priority 1), increases awareness regarding a healthier life (nutrition, sport and physical activities, including using the bike to go to work; priority 4). In addition Fit for Business has developed a unique concept and monitors outputs (priority 1).

Nature of the contribution to economic and/or social development

Healthy employees are core assets for an enterprise. Healthy employees are more productive, motivated and durably employable, and having healthy employees decreases costs (e.g. sickness) and improves performance. Sick-leaves influences productivity and the quality of services and products. In the Netherlands the costs of an employee being sick for one day costs the enterprise about € 250- per day.

Large companies recognized the merits of good health enhancing policies and have incorporated these policies in their overall HRM policies. This strategy not only benefits the employees but also the companies themselves. In addition, active and motivated employee will strengthen the position of the enterprise in the market.

For SMEs this policy is not common practice. Fear for high costs and a lack of knowledge of health enhancing policies in the working place are the main causes. Fit for Business supports SMEs in order to stimulate a healthier lifestyle of their employees.

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

17. Addressing health and other societal challenges and contributing to happiness & well-being

Project outputs

41 enterprises and local government departments with a total of 7,674 employees have participated in Fit for Business. Within these organisations 3,984 employees did the needs assessment (DE: 2,518; NL: 1,466). A research report written by the University of Hamburg is available. The report gives detailed information, e.g. comparing the results regarding feelings of stress, physical complaints, nutrition and sport- and physical activity preferences between the Dutch and German employees.

In addition 2,583 employees did the health and fitness check (DE: 1,855, NL 727 employees). During two international congresses (approx. 300 attendees) experiences were exchanged.

In 2013 the first beach volleyball competition in the Eems-Dollard Region took place (27 company teams, 130 employees).

Netherlands:

47 different activities have been organised (e.g. workshops, lunch walking). In addition to health enhancing activities focused on BRAVO-factors (physical activities, smoking, alcohol & drugs, nutrition, recreation) some participants addressed other topics like courses by a company physiotherapist, a clean working space, adapting the working space (installing high tables for informal meetings). Furthermore, six enterprises increased their promotion regarding awareness of an active and healthy lifestyle. The majority of the enterprises report a positive change in the attitudes of their employees.

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Some firms respond to low threshold campaigns that were organised / stimulated by the Dutch government, e.g. the 'National Stairs Week' (using the stairs instead of the lift) and 'Bike-to-work-Day'. It turned out that these campaigns were good reasons to promote the Fit for Business theme and activities.

Project results and impacts

- 90% of the participating organisations think that the investments required for Fit for Business are worthwhile. The enterprises report an increase in the overall satisfaction and motivation of their employees and an improvement of the atmosphere at the work place. Furthermore, the enterprises answer that they have improved their attractiveness for (new) employees.
- A third of the participating employees say they are more energetic and can handle more work.
- Employees have improved their eating habits. 56% (DE) and 88% (NL) eat vegetables and fruit every day. Before Fit for Business started this was 40% (DE) and 67% (NL).
- Employees are more active. Nowadays 47% (DE) and 39% (NL) are physically active for at least 2 hours per day. Before the project this was 38% (DE) and 36% (NL). In German enterprises the number of smokers was halved.

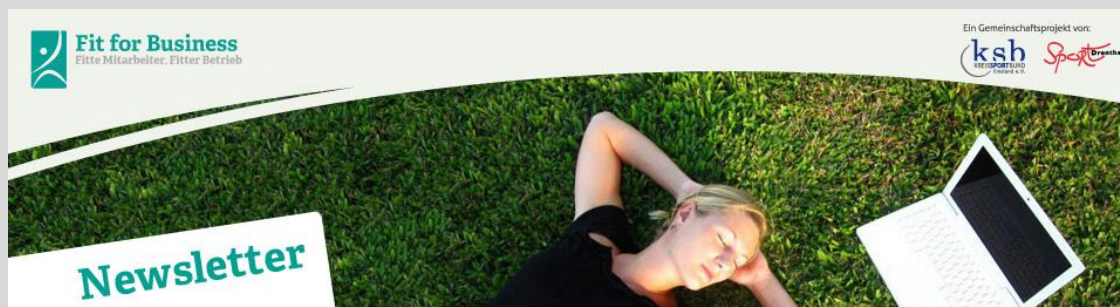
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Good practice features

The project was very much in line with national and EU policy on promoting a healthy lifestyle.

It was efficiently delivered with clear improvements in the health indicators of employees.

The project has continued and therefore has demonstrated its sustainability.



The project's processes are eminently transferable.

Sources of further information

Sport Drenthe (Netherlands)

www.sportdrenthe.nl

<https://www.drenthe-beweegt.nl/fitforbusiness> Kreissportbund Emsland (Germany)

E-mail: info@ksb-emsland.de

www.ksb-emsland.de

<https://www.drenthe-beweegt.nl/fitforbusiness>

11.3 Belgium: Obesite Quartiers Nord Hainaut

Good Practice Case no. 30

Project Title & Number

Obesity Districts North Hainaut (Obésité Quartiers Nord Hainaut) (BE 5)

Theme:

Employability & Transversal Skills

Project identification:

Obesity Districts North Hainaut ('Obésité Quartier Nord Hainaut') is a cross-border cooperation project between Belgium and France. Implemented between 2010 and 2012, this initiative focuses on health and social inclusion, tackling the problems of obesity and related health issues in a socially disadvantaged population. The starting point of this project was that the ratio of the population affected by obesity is higher for the socially disadvantaged (3.8 % as against 1% on average). There are several reasons to explain this situation: poor nutrition, lack of information, social pressures etc.



The project aimed originally to tackle the health and mobility issues of the targeted public, focusing on prevention. It successfully achieved this ambitious objective, with a total participation of 814 persons in the area during the 2 years project

Reasons for citing this project

An interesting cross-border cooperation project promoting health and social inclusion, with a strong community base. It tackled the problems of obesity within the socially disadvantaged population with prevention measures and the training of experts and the encouragement of sport and physical activity was an important part in this project, along with other measures, such as the encouragement of healthy eating.

Sports and physical activities

Nordic walking, Gymnastics targeted to the public ('soft gymnastics').

Project main characteristics

This cross-border project aims to build and disseminate a model of health prevention for obese people living in socially precarious situations, in order to facilitate their better social inclusion. To change attitudes and the habits of people in the border region of North France and Hainaut in Belgium, the project developed a multidisciplinary and tailor-made approach (involving a dietician, psychologist and a medical and sports instructor) and promoted the exchange of good practice and know-how.

The project had 3 main steps :

- 1) training of the experts through a multidisciplinary approach (doctors sharing with sport educators, for example);
- 2) "face to face" tailor-made meetings between the trained experts and the targeted population (in the meantime, the doctors disseminated information across the area covered and participated in the identification of potential participants); organization of workshops open to obese people and residents (on subjects from healthy cooking to sport and physical activities – adapted gymnastics, walking

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and Nordic walking)



Photos of the project : gymnastic sessions provided during the project.

3) organisation of a large conference ("De la prise en charge de l'obésité à la prévention : réalités et perspectives"), on 25 October 2012 in Mons with 140 participants, presenting the outcome of the project (see minutes hereafter)

There were a number of workshops were organised. These included a workshop on the 'Therapeutic Education of the Patient', targeting obese people, mixed community- health workshops with local residents from social housing, a workshop on cooking and a workshop on physical activity.

The Health Observatory of Hainault was the leader of the project. The partners were REST'O - Réseau OSEAN (Roubaix-France), Centre Poids et Santé, CHU Amboise Paré (Mons-Belgium), Maison médicale «Le Car d'or» (Mons-Belgium)- Observatoire Franco-Belge de la Santé (Villeneuve d'Ascq-France)

The Observatoire de la Santé du Hainaut (Health Observatory of Hainault - Belgium) was the leader of the project. This public entity's role was to promote health and well-being and to contribute to reducing social inequalities within the province of Hainault (Belgium)

The partners of the project were diverse, NGOs, local associations, hospitals and house care located in France and Belgium : REST'O - Réseau OSEAN (Roubaix-France) , Centre Poids et Santé, CHU Amboise Paré (Mons-Belgium), Maison médicale «Le Car d'or» (Mons-Belgium)- Observatoire Franco-Belge de la Santé (Villeneuve d'Ascq-France).

Programme details

ERDF support was provided under INTERREG IV France – Wallonia – Flanders for the 2007-13 period. This programme promoted economic and social exchange between the five border regions: Nord-Pas de Calais, Champagne-Ardenne and Picardie in France; Wallonia and Flanders in Belgium. It aimed to build on common competencies while leveraging the wealth of each region, and to benefit the people of the area. 4 main themes for cooperation were identified between 2007 and 2013:

- research, innovation and technology transfer
- SME competitiveness
- heritage , natural resources , risk management
- social cohesion, health , training and employment.

The project Obesity Districts North Hainault was precisely chosen because it was very relevant for the 4th priority identified, focusing on social cohesion and health.

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It is also important to mention that for the current period 2014-2020, the INTERREG programme France-Wallonia-Flanders has identified 6 priorities, among which is the development of cross border social and health services, building on the experience of the previous programme. This includes a more efficient sharing of health facilities across the territories and support for the mobility of patients.

Duration of the project: from 01 January 2010 until 31 December 2012.

The INTERREG programme contributed € 85,500 and local partners € 80,000

Nature of the contribution to economic and/or social development

The direct beneficiaries of the project are both the professionals and experts from the partner organisations (from doctors to sport instructors) and also local people affected by obesity and/or the elderly population living in socially disadvantaged areas of North France and Belgium.

Through the various workshops, the project contributed to the well-being of the local targeted population and raised the profile of health enhancing physical activity among the professionals involved in the project and the targeted population. It contributed to skills development, improving sport skills & competences and training people involved in house care and the hospitals dealing with the targeted population of the project (elderly people, people with obesity issues, socially excluded people). It also made use of sport to engage with socially excluded groups, and develop community identity and cohesion.

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

13. Improving sport skills & competences

15. Social engagement

17. Addressing health and other societal challenges and contributing to happiness & well-being

Project outputs

The project involved 35 professionals and 814 persons in total participated in the various phases of the project. The closing conference of the project on October 2012 was attended by 140 participants, mostly people involved in the course of the project.

Project results and impacts

Following the implementation of the project, after 2012, the tailor-made workshops on diet and physical activity set up during the course of the project have been extended to home care in the city of Mons. In the area of Maubeuge, the workshops on cooking and relaxation therapy have been successfully implemented in house care, as well as in the city of Mouscron with cooking workshops.

This impact shows the sustainability of the project.

Good practice features

This project has dealt directly with major societal challenges that have become a significant focus for policy initiatives at national and European level. It is therefore directly addressing issues of high concern and has done so in ways that have been well thought through and co-ordinated.

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The project has also experimented effectively with ways of delivering support for change in a critical area and has delivered mechanisms that, as well as proving effective in the initial project, have also been adopted in other areas, thus demonstrating the transferability of central features of the project in a practical way.

It could well be replicated to effect elsewhere in Europe, targeting similar population groups.

Sources of further information

Observatoire de la Santé du Hainaut, leader of the project

"L'Observatoire de la Santé du Hainaut" is the leader of the project. This public entity's role is to promote health and well-being and to contribute to reduce social inequalities within the province of Hainaut (Belgium)



Rue Saint-Antoine, 1

B - 7021 Havré

Tél. : +32-(0)65.87.96.00

E-mail : observatoire.sante@hainaut.be

Website: <http://observatoiresante.hainaut.be>

The following publications related to the project can still be downloaded :

« Hainaut Prévention Info », OSH, n° 21, juin 2012.

« Hainaut prévention Info », OSH, n° 22, décembre 2012.

12 Contributions to the Environment

12.1 France: City of Toulouse - 406 m² de solar panels on the roof of the swimming pool Nakache

Good Practice Case no. 31

Project Title & Number:

City of Toulouse - 406 m² de solar panels on the roof of the swimming pool Nakache (FR 5)

Theme:

Contributions to the Environment

Project identification:

Built in the 1930's, with an indoor and an outdoor pool, the swimming pool Nakache is a famous sport facility in Toulouse. The architecture is protected by a local decree from September 1993.

In the renovation plan of the sport facility, 406 m² of solar panels were installed in 2009, following a decision by the city council to renovate it.

This considerably improved its energy efficiency.



Photo 1 : Installation of the solar panels on the Nakache Swimming pool

Photo 2 : Inside the swimming pool Nakache

Photo 3 : Outside the entrance of the swimming pool Nakache

Reasons for citing this project

This project shows how sport is making a significant contribution to improving energy efficiency, and in particular, it illustrates a significant development in France, where a lot of sport facilities were supported by the ERDF between 2007 and 2013, in order to finance alternative systems designed to lower energy spending by sport facilities, often a substantial part of the running cost. In France, around 30 ERDF projects on sustainable development have supported the financing of solar panels for sport infrastructures (multisport facilities, swimming pools etc.). In addition, other projects have chosen different solutions with the aim of reducing energy spending and therefore the running costs of the facilities, for the benefit of the local authorities, clubs and users.

The example of Toulouse is interesting because it was implemented quite early and illustrates this development very well. It is expected that the process will develop further during the 2014- 2020 period, as a result of the current development of the new technologies and renewable energies. Solar panels are now an integrated part

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of the new construction of sport facilities, designed to have low energy spending. This worldwide trend is confirmed in 2015²⁹.

Sports and physical activities

The public swimming pool Nakache provides facilities for indoor water sports (swimming, water polo, aquagym, etc.).

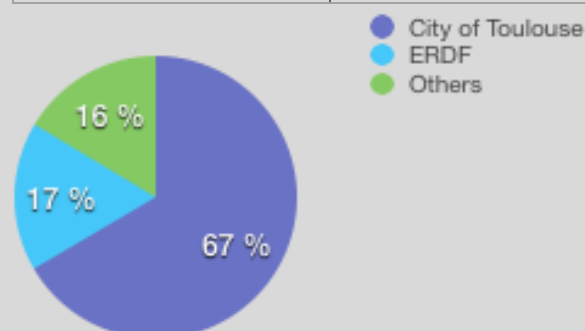
Project main characteristics

In 2009, the city of Toulouse equipped many public facilities (11 projects) with solar roof panels, following a sustainable development objective.

The swimming pool Nakache was one of these projects. Essentially it consisted of fitting 406 m² of solar panels on the roof of the swimming pool. This produces the equivalent of 89.000 KW/h for a facility which is experiencing increasing use by the public.

Division of the budget - Solar Panels - Swimming pool Nakache Toulouse

ACTORS	BUDGET
City of Toulouse	372.172
ERDF	95.455
Others	91.655

**Programme details**

The project was supported by the ERDF and the Operational Programme for the region Midi-Pyrénées 2007/2013 - Regional competitiveness and Employment.

The main objectives of this Operational Programme were the following:

- 1 Stimulating innovation and the knowledge economy;
- 2 Promoting sustainable development and the fight against climate change;
- 3 Strengthening territorial cohesion and accessibility of the region as major factors of inclusive development.

²⁹ Facts sheets of the Solar Energy Industry Association (SEIA) conducted in 2015 on « Solar in US professional sport » : <http://www.seia.org/sites/default/files/Solar%20in%20Sports%20Fact%20Sheet-2016.pdf>

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The project was supported under the strategic objective of the promotion of sustainable development, and more particularly boosting energy efficiency, since the Region identified the promotion and development of renewable energy technologies as Measure 1 (solar energy in particular) regarding this as crucial considering the potential of the area covered. Therefore, the programme earmarked 30 million EUR over the period 2007-2013 to support initiatives such as the Nakache swimming pool.

In the 2014/2020 period, thematic objective 6, Preserving and protecting the environment and promoting resource efficiency shows the continuing relevance of measures of this kind.

Nature of the contribution to economic and/or social development

The use of solar panels aims to reduce the consumption of energy, following a sustainable development objective. It also aims to reduce the running costs of a sport facility, to the benefit of the local authority and the users, who are increasing in number. It illustrates how sport organisations and facilities can play their part in improving energy efficiency, while at the same time reducing their running costs. This clearly provides scope for projects of this kind on a larger scale.

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

4. Other measures reducing environmental impact

9. Business growth and other economic impacts, in particular the reduction of the running costs of the sport facility (beneficiaries: the public authorities and the users, schools, clubs)

Project outputs

The swimming pool Nakache had 87189 users in 2014 and 91445 in 2015.

The overall cost of the solar panels was 600.000 EUR. The panels will produce the equivalent of 89.000 KW/h, which corresponds to the electric consumption of 22 families of 4 people.

Project results and impacts

Beyond the cost saving for the municipality of Toulouse, in the long term, the investment corresponds to the objective of sustainable development (Agenda 21) implemented in the city since 2009 for most of the renovation and construction projects that relate to public facilities.

Good practice features

Highly sustainable, in both economic and environmental senses, demonstrating the increased use of renewable energies for the construction and renovation of sport facilities.

Highly reproducible across the EU, due to the overall objective of the project and its nature, with potentially a high number of sport facilities requiring similar renovation in the coming years in most Member States.

Sources of further information

Press article on the project (06/04/2009):

<http://www.ladepeche.fr/article/2009/04/06/588031-la-ville-rose-passe-a-l-energie-solaire.html>

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Contact details:

City of Toulouse (leader of the project)

Direction des bâtiments et de l'énergie

Facts sheets of the Solar Energy Industry Association (SEIA) conducted in 2015 on
« Solar in US professional sport » :

<http://www.seia.org/sites/default/files/Solar%20in%20Sports%20Fact%20Sheet-2016.pdf>

13 Social Cohesion & Reconciliation

13.1 Czech Republic: Facility for sport and leisure activities in Jaroměř city

Good Practice Case no. 32

Project Title & Number

Facility for sport and leisure activities in Jaroměř city (CZ2)

Theme:

Social Cohesion & Reconciliation

Project identification:

The project 'Facility for sport and leisure activities in Jaroměř city' involved the construction of a complex facility for sport and leisure activities.



Source: Jaroměř Airport

The project, funded by ERDF, resulted in reconstruction of an existing outdoor athletic stadium and the building of a new multi-functional sports hall. This had a significant effect on the social cohesion of the city.

The project was implemented by the city of Jaroměř and ran from 1/10/2008 – 31/3/2010. The project was funded by the Regional Operational Programme North-East and cost approximately € 2,590,000 (69 942 115.71 CZK).

Reasons for citing this project

The project is an interesting example of a small town's integrated approach to developing complex solutions to meet its sports and leisure needs and in this way to promote social cohesion.

It has done this by making an area of the city more attractive and by strengthening and improving sports and leisure activities has contributed to improving the quality of life for residents.

The project is thus an example of social engagement - how to use sports to develop community cohesion and to promote the social inclusion of marginalized groups and achieve a reduction of pathological phenomena.

Finally, the project demonstrated how investment in sports facilities can improve regional development and community cohesion, including generating further positive effects, such as improving school physical education and tourism.

Sports and physical activities

The sport complex provides facilities for outdoor and indoor sports, such as football, basketball, handball, volleyball, tennis, badminton, indoor football, and all kinds of athletic disciplines including long jump, high jump, shot-put, javelin throw, hammer throwing and discus.

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Project main characteristics

The City of Jaroměř-Josefov (approx. 13 000 inhabitants) is located in the North-East NUTS II region in the Czech Republic. The city came into existence by merging two neighbouring towns - Jaroměř and Josefov. Jaroměř has a very rich history. Josefov, known for its large defence complex, had long served as a military town. After the army's departure, the vast structures became the responsibility of the local administration. Due to their neglected state, they are a heavy burden on the town. This part of town, with a considerable Roma minority, also faces the threat of social exclusion.

The main objective of the project was to support the development of the town of Jaroměř, and in particular facilities to promote the development of sports activities for residents, including youth, and the active use of leisure time and, to increase the well-being of the population living in the town, to promote the integration of groups at risk of social exclusion in society. It focused on the creation of a complex area for leisure and sports activities in the town.

The project has five specific objectives: (1) modernization and development of infrastructure for leisure activities and increasing of the supply of leisure facilities, (2) extension and improvement of infrastructure for the social integration of groups at risk of social exclusion (persons with limited mobility); wheelchair ground suitable for sports activities of these groups, (3) improvement of infrastructure for education, (4) modernization of infrastructure for the development of clubs, associations and sports clubs, (5) regeneration of public areas including the extension of parking spaces.



The City of Jaroměř was facing a long standing demand for sports activities and for corresponding sports facilities. But the town lacked the necessary capacity, especially of indoor sport facilities. An existing outdoor athletic stadium and other sports facilities were in a bad condition because of a lack of financial resources. Some sport facilities were completely missing so the local sports clubs had to commute to other places for training. As the town lacked a "home stand", local clubs had to hold "home" tournaments

in the stands of other towns.

The project built on previous development activities in the city of Jaroměř in order to build a comprehensive sports and leisure complex (including the extension of a winter stadium in 2001 and 2003). In the future, the project will be followed by further activities, such as the building of a skate park in the area of the stadium, reconstruction of a swimming complex and creation of new lodgings in the area.

Programme details

The project was implemented by the city of Jaroměř and ran from 1/10/2008 – 31/3/2010.

ERDF support was provided under the Regional Operational Programme North-East 2007-2013 – priority axis 2, specifically the area of support 2.2: Development of Towns focused on "strengthening of economic and social development of towns".

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This was consistent with the overall (global) objective of the Regional Operational Programme, which was 'to increase the quality of the physical environment of the region, which will lead to an increase in the attractiveness of the region for investment, enterprise and the life of the population. By increasing the attractiveness of the region, it will converge with the average level of socio-economic development of the EU'.

The programme aims to support integrated solutions with a high added value.

The project received approximately € 2,590,000 (69,942,115 CZK) and contributed to the developing of sports complex, while also addressing revitalization of the area and improving the quality of life and social cohesion.

Nature of the contribution to economic and/or social development

The project contributed to improving local (municipal) development. It helped to revitalize and improve accessibility to sport by utilising a neglected area and developing new a multi-functional hall in the town centre, in the proximity of a school.

The creation of the sports facility increased the number of sports clubs and their membership in all age categories. It also improved the results of these clubs in competitions, which increased the attractiveness of town and brought other positive effects.

The sports facility considerably contributed to the involvement of the general public, strengthening social development and cohesion. Without this facility, local clubs would have to commute to neighbouring towns. Currently, sports clubs from neighbouring towns commute to Jaroměř.

Better sports performance and results attract more fans and public, raising the motivation to join sports clubs (making the recruitment of new members, especially young ones, much easier). Development of new clubs and a rising number of members also brings the need for new coaches, who are recruited from among the parents of members.

There is a considerable group of poorly adaptable residents as well as quite a high occurrence of pathological phenomena in the town. The facility is designed especially for team sports, which leads to better social skills development, such as teamwork skills, a sense of responsibility and strategies for conflict prevention. The facility offers leisure time activities for all groups in the town (including the unorganized public), who can actively use it (for example renting the mini-soccer pitch).

A number of pathological cases in town has recently dropped significantly, which is also attributed to the development of sports activities and organizations.

With its new facility, town and sports organizations are now able to hold significant sporting events, such as regional, local and international tournaments, competitions etc. (for example national tournaments for children and a national cheerleading championship with approximately 800 participants).

Such events help to increase the attractiveness of the town. Multi-day sporting events and large tournaments have a positive effect on tourism since they raise the number of visitors and the need for accommodation facilities. Accommodation capacities are planned to be increased in the future.

The town also lacked appropriate space for physical education. Nowadays, schools utilize new the facility quite intensely. The facility helped to improve and widen the offer of sports activities for schools. On the other hand, the facility helped to make more space available within school sport facilities, which resulted in the

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development of other sports (for example table tennis, which now has a large number of members, achieving international successes). Another benefit of the project are the new leisure time activities (for example a new sports club, which engages all groups including minorities). A sports class in the local grammar school is being considered as well.

The project, by its very nature, does not differentiate between sexes. On the contrary, new women clubs were established in sports that did not traditionally involve women (e.g. floorball). Sports activities also contribute to health support, well-being and active ageing.

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

2. Improvement of the physical environment

6. Creating employment in sport and physical activity

15. Social engagement

Project outputs

The main output of the project was the new multi-functional sports facility. An existing outdoor athletic stadium was reconstructed and a new multi-functional sports hall was built. The result has been the creation of a complex offer of services in the town within sports and leisure time activities.

The sports and leisure activities facility is comprised of an athletic stadium, an outdoor swimming pool, a winter indoor stadium and a gymnasium ("sokolovna").

A 1.51 hectare area of the town centre area was revitalized and 3.5 new full-time jobs were created (against the originally planned 3 full-time jobs).

Project results and impacts

The project was a natural reaction to the demand by sports, leisure time and school organizations and the public for a wider range of sport and leisure activities. It also contributed, along with the revitalization and increased attractiveness of the area, to improving the quality of life and social cohesion.

The capacity of the facility is fully utilised (in 2015, the sports hall was used by approximately 30 000 persons, the stadium was used by approximately 18 000 persons, which makes an estimated total of 33 500 hours per year).

The town saw a significant increase in sport activities as well as an improvement of social cohesion. Currently, the town is a home to 24 sports clubs, which is well above average when compared to similar towns in the region.

The facility contributes to the prevention from socio-pathological phenomena. According to municipal police, the number of pathological activities decreased significantly and a large part of this is attributed to the new sports facility and development of sports clubs and activities.

The quality of physical education in schools has also improved, as well as the development of school and out-of-school initiatives (one example is new sports club which engages all groups including minorities; a sports class in local grammar school is also planned).

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Good practice features

Strong coherence with a key element (Area of support 2.2 Development of Towns) in the Regional Operational Programme North-East 2007 – 2013 by contributing to the strengthening of economic and social development of towns.

Highly effective and efficiently delivered.

Highly sustainable.

Good transferability while responding to a demand by the community for services and facilities.

Sources of further information

1. Regional Operational Programme North-East 2007 – 2013

<http://www.rada-severovychod.cz/realizovane-projekty/areal-sportovnich-a-volnocasovych-aktivit-v-jaromeri>

<http://jaromer-josefov.cz>

Contact: <http://www.jaromer-josefov.cz/clanky.php?iSekce=5&iSub=387&iClanek=4886>

13.2 Ireland: Developing a Shared Society through Youth Sport

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Project Title & Number

Developing a Shared Society Through Youth Sport (IE 8)

Theme:

Social Cohesion & Reconciliation

Project identification:

The project partners, the Western Education and Library Board (WELB) and Sligo Vocational Educational Committee (VEC), were awarded funding by the Peace III programme to implement a cross-border sport project involving 18 secondary schools in the North of Ireland (Omagh and Fermanagh District Council areas) and 12 schools in the South of Ireland (County Sligo) with a view to challenging attitudes towards sectarianism and racism through the medium of sport. The project commenced in April 2010 and finished delivering activities in June 2012 (the planned 24 month project duration was extended by 2 months as a result of savings). The project was highly successful and subject to detailed evaluation. It built upon the experience of a preceding cross-border sport project implemented by the same partners, which ran from 2003–2009, also funded by EU Peace project.

Reasons for citing this project

'Developing a Shared Society through Youth Sport' was a very successful project which evolved from a sport project to a comprehensive peace and reconciliation project using sport as the medium. It managed to involve an impressive number of youngsters from 30 schools in both North and South Ireland in cross-border and cross-community sports activities and events that addressed underlying negative attitudes and sectarian and religious divisions by promoting understanding and a shared identity. This was achieved through a unique project model which was specifically designed to promote interaction and teamwork activities.

Sports and physical activities

The project involved a large range of different types of sport and physical activity ranging from Rugby, Hockey, Basketball, Soccer, GAA and Cricket to Athletics and Gymnastics.

Project main characteristics

The project aimed to use the medium of youth sport to promote reconciliation through cross-community and cross-border interactions to positively influence negative attitudes underlining sectarianism and racism and behaviour.

The project delivered extra-curricular sports coaching, a comprehensive cross-border programme with training and education for young people, teachers and coaches in the targeted areas (Sligo, Fermanagh and Tyrone). A tailored programme of activities focusing on cross-cultural themes was established to address the identified needs of the 30 participating schools which were placed in 9 clusters to allow for maximum cross-border and cross-community interaction.

Each school selected a Sports Co-ordinator whose role it was to organise a series of cross-border days and exchanges between their own students and those of other schools in their cluster, and to organise a series of after school coaching programmes in a range of sports for their own school and their respective feeder primary schools.

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The project was based on four pillars around which the various activities were delivered:

- shared society through youth sport;
- shared society through peace and reconciliation;
- shared society through community sport; and
- shared society through leadership and empowerment.



An innovative delivery model was employed, engaging a consortium of public bodies including Education, Health, Local Authorities and the Sports Councils, who provided input, direction and guidance to the project. The involvement of such a wide cross section of bodies created synergies at both regional and local level and ensured quality and shared service embracing a multi-cultural, cross-community and cross-border vibrant and inclusive society through sport. Two full-time Sports Development Officers (1 North & 1 South) were employed to oversee the day-to-day running of the programme organised by the 30 Schools Sports Co-ordinators.

A large number of activities were organised (see project outputs below).

Programme details

The project 'Developing a Shared Society through Youth Sport' secured funding through the PEACE III Programme, Priority 2: Contributing to a shared society - Key institutional capacities are developed for a shared society.

The budget for the project was € 693,000.00 of which EU funding contributed € 4767,630.00.

The principle aim of this Priority is to develop the capacity of key institutions to deliver services in a manner that contributes to a shared society within Northern Ireland and on a cross-border basis. This in turn will contribute to the development of a shared vision for society and attitudinal, social and economic change, and in so doing contribute to reconciliation. These actions will embed the learning of PEACE I, PEACE II and PEACE III within a range of institutions and create a lasting legacy for EU interventions that endure beyond the life time of the Programme.

This Priority furthermore aims to pilot innovative service delivery models (at both the local and central level) which directly address the issues of segregation, sectarianism and racism, and promote service delivery as a mechanism to enhance the concept of a shared society.

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Those charged with service delivery have to have the necessary skills and competences to engage in dialogue with communities on shared issues and ensure that the delivery of services is adjusted accordingly. This includes identifying and supporting innovative public sector delivery models to promote shared services that have previously been delivered along sectarian lines. The targeted areas need to show the effects of conflicts and dispute and/or community polarisation; suffer the effects of physical dereliction as a consequence of conflict, e.g. marked with sectarian flags, graffiti etc.; be isolated by border closures and limited economic and social cross-border linkages and problems of exclusion and marginalisation.

Nature of the contribution to economic and/or social development

As part of every project activity peace and reconciliation were the primary focus and this was achieved by targeting teamwork, interaction, leadership, communication and sharing between communities across the border. The main effects of this and similar projects was on the peace-building process, but there were also a series of other benefits for the communities involved, including skills development and some employment creation. There were also benefits relating to physical activity, obesity, health and well-being.

Intervention Category

The categories of intervention (from the study's standard categorisation) that are particularly relevant to this case are:

- 13. Improving sport skills & competences*
- 14. Using sport to develop broader skills for employment*
- 15. Social engagement*
- 17. Addressing health and other societal challenges and contributing to happiness & well-being*

Project outputs

Project activities included a series of different events:

Post-Primary School Cross-Border Days – one co-ordinating school hosted their cluster schools for a day of various activities, promoting team building and co-operation. Workshops addressing racism and sectarianism were facilitated on these days to create an environment where participants could openly discuss these issues. A total of 36 such days were organised.

Cross-Border Student Exchanges - Participating Post-Primary schools selected a number of students to travel across the border and attend a two day/overnight programme with their peers from their clustered schools. During these exchanges the pupils were given the opportunity to learn about their peers, take part in a range of activities on a cross-border/cross-community basis allowing them to gain a greater understanding of themselves and their peers from across the border. During exchanges students participated in peace and reconciliation workshops, these facilitated group discussions focused on challenging sectarianism, countering racism and promoting positive attitudes to cultural diversity encouraging long lasting friendships between youths of different religious and cultural backgrounds. 18 of these exchanges were organised for some 683 pupils in all.

Cross-Border Jamboree - The Sports Development Officers jointly organised cross-border jamborees. These incorporated schools both north and south of the border coming together to experience activities in a safe and friendly environment.

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An important element of the Jamborees was that SDO's filtered children from the various schools into groups, which provided a platform for interaction, teamwork and communication on a cross border, cross community basis. Children participated in a variety of activities such as religious identity sports, disability inclusive activities and peace and reconciliation workshops. 4 Jamborees were held in total with 810 participant places at these events.

Primary School Cross-Border Days - The Sports Development Officers and Co-ordinators organised cross border sports days for the feeder primary schools providing primary school children with the opportunity to experience cross border activities and interaction with children from different backgrounds. For many of these children it was their first experience of crossing the border and allowed positive interaction on a cross border/cross community basis in a fun friendly safe environment. The project saw a total of 18 such cross-border days.

Extra-Curricular Programmes - Through the employment of specialised sports coaches the programme facilitated extracurricular sport activities that encouraged participation regardless of ability, religion and ethnicity. A massive 990 extra-curricular programmes were organised during the 2 years with 120 different schools participating and involving a staggering 20,925 participant places.

Shared Communities Primary School Project - Primary schools were given the opportunity to enter a "Shared Communities through Sport" peace and reconciliation art competition, where the pupils discussed the topic of 'Creating a Shared Society through Sport' and designed a poster to display their ideas. As many as 2,500 children took part in the arts competition.

Sports Clubs Come and Try Festivals - A series of "Come and Try Festivals" were delivered. These festivals were based on cross community participation and focused on introducing children to religious identity sports that they would not experience in school but could access in their communities. 4 such festivals were arranged for a total of 800 attendees.

Training and education - A number of training courses were delivered; including OCN certified Peace and Reconciliation facilitation training, Peace and Reconciliation workshops, Disability Awareness and Inclusiveness, Culture Awareness training, Youth Sport Leadership Award, sports specific training and two coaches' conferences were held. In most cases, the outputs exceeded the intended targets.

Project results and impacts

The project involved 159 schools in all, exceeding the projected target by 39. A total of 27,236 participant places were involved in the project in total, which is 4,350 more than the total participant places set in the targets.

The project was particularly successful in overcoming the traditional under-representation of girls in sports, by achieving a ratio of 50.4:49.6 male:female participation in the after schools sports programmes; all cross border activities were designed to be 50% male/female representation.

An analysis of the participants at cross border events by religion identified that 56.4% were Catholic, 39.0% Protestant and 4.6% attending either integrated or special schools.

An analysis of the participant places for extra-curricular programmes showed that 69.9% were Catholic, 22% Protestant and 8.1% attending either integrated or special schools.

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Training and education was one of the 4 pillars of the project and 104 participant places were achieved on accredited coaching awards, 45 participants received training in culture awareness and 48 in disability awareness. 200 students completed the Youth Sport Leadership Award.

2 full-time and 180 part-time jobs were created.

However, the project was ultimately about changing attitudes and achieving reconciliation and, when asked if participating in this Cross Border/Cross Community Activity had changed or challenged perceptions about people from different groups; the following was reported:

- 70.9% of participants responded that perception about people from across the border had changed
- 18.1% said perceptions had changed about people from different religious backgrounds
- 25.3% stated that perceptions of people from different cultural backgrounds had changed.

Good practice features

This project had objectives that are particular to the situation in northern Ireland, but there were also more general lessons on the social impact of sport that have wider application.

The project was clearly very much in line with the PEACE initiative and it was very successfully implemented, generally exceeding its targets.

It was also closely monitored and evaluated.

It is recommended that, if a similar project is to be delivered in the future, it should sustain the high percentage of cross-border and cross-community interaction since the learning and positive outcomes are clearly evident here and this can be further developed.

Sources of further information

Sligo Vocational and Education Committee (VEC)

Theresa@sligosportandrecreation.ie

& Western Education and Library Board

Annual implementation report 2013:

http://www.seupb.eu/Libraries/PEACE_III_Reports_Pubs/PIII_PPMC14paper5_140414__PEACE_III_Paper_5_AIR.sflb.ashx

Evaluation report: Sligo VEC & WELB, Developing a Shared Society Through Youth Sport, Evaluation 2012

Website: <http://www.sligosportandrecreation.ie/developing-sport/youth-sport-west/background/>

<http://www.sligosportandrecreation.ie/2013/developing-a-shared-society-through-youth-sport/>

<http://successes.eugrants.org/default.aspx>

<http://www.sligosportandrecreation.ie/2013/developing-a-shared-society-through-youth-sport/>